

NOTICE OF MEETING

Meeting: CABINET

Date and Time: WEDNESDAY, 6 OCTOBER 2021, AT 10.00 AM*

Place: COUNCIL CHAMBER - APPLETREE COURT, BEAULIEU ROAD, LYNDHURST, SO43 7PA

Enquiries to: karen.wardle@nfdc.gov.uk
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PUBLIC PARTICIPATION:

Members of the public may watch this meeting live on the [Council's website](#).

*Members of the public may speak in accordance with the Council's public participation scheme:

- (a) immediately before the meeting starts, on items within the Cabinet's terms of reference which are not on the public agenda; and/or
- (b) on individual items on the public agenda, when the Chairman calls that item. Speeches may not exceed three minutes.

Anyone wishing to speak should contact the name and number shown above no later than 12.00 noon on Friday, 1 October 2021.

Colin Read
Interim Chief Executive

Appletree Court, Lyndhurst, Hampshire. SO43 7PA
www.newforest.gov.uk

This Agenda is also available on audio tape, in Braille, large print and digital format

AGENDA

Apologies

1. MINUTES

To confirm the minutes of the meeting held on 1 September 2021 as a correct record.

2. DECLARATIONS OF INTEREST

To note any declarations of interest made by members in connection with an agenda item. The nature of the interest must also be specified.

Members are asked to discuss any possible interests with Democratic Services prior to the meeting.

3. PUBLIC PARTICIPATION

To note any issues raised during the public participation period.

4. CORPORATE PLAN 2020-2024 'COMMUNITY MATTERS' (Pages 3 - 30)

5. CONTROL OF ASBESTOS POLICY AND CONTROL OF CONTRACTORS POLICY (Pages 31 - 84)

6. ICT OPERATIONS SYSTEM (Pages 85 - 88)

7. JOINT MUNICIPAL WASTE MANAGEMENT STRATEGY (Pages 89 - 120)

8. CEMETERIES REGULATIONS REVIEW (Pages 121 - 156)

9. RESPONSE TO MOTION TO DECLARE A CLIMATE EMERGENCY (Pages 157 - 166)

To:

Councillors

Edward Heron (Chairman)
Jill Cleary (Vice-Chairman)
Diane Andrews
Steve Davies

Councillors

Michael Harris
Jeremy Heron
David Russell
Mark Steele

CABINET – 6 OCTOBER 2021

PORTFOLIO: LEADER / ALL

THE CORPORATE PLAN 2020-2024 – ‘COMMUNITY MATTERS’ (REVISED 2021)

1. RECOMMENDATIONS

- 1.1 That the Cabinet endorses revisions to the corporate plan 2020-2024, ‘Community Matters’ following changes in Portfolio responsibilities and taking into account the impact of Covid-19 on priorities.

2. INTRODUCTION & PURPOSE

- 2.1 In March 2020 Cabinet approved the Corporate Plan for 2020 to 2024 entitled ‘Community Matters’.
- 2.2 The Corporate Plan is the single most important strategy that shapes the way the Council works and defines its ambitions. In doing so it brings together strategic and service objectives, helping the organisation to work towards the same vision, values and priorities. It is underpinned by a suitable and proportionate performance management framework that monitors delivery of the plan.
- 2.3 Although the plan sets out the four-year strategic direction, the impact of the pandemic and the change in portfolio responsibilities has given rise to an interim review of the plan to ensure that priorities continue to reflect the needs of the community, to update associated actions and to align responsibilities with the new Cabinet structure that came in to effect in April 2021.
- 2.4 The revised plan is attached at Appendix 1, reflecting the strategic priorities of each portfolio and accompanied by an action plan for delivery that is updated annually.

3. DELIVERING THE PLAN

- 3.1 The Corporate Plan informs the Medium Term Financial Plan to ensure the available resources are appropriately directed to deliver the vision and priorities. Its delivery will continue to be supported by a proportionate performance management framework that will ensure priorities and necessary actions filter through to portfolio resource planning and service action plans. Portfolio dashboards will be updated to reflect the changes to the plan and will continue to be presented regularly to the appropriate overview and scrutiny panels.

4. FINANCIAL IMPLICATIONS

- 4.1 There are no direct financial implications arising from this report, although a clear focus of the plan continues to be financial responsibility and ensuring value of money for the tax payer.

5. CRIME & DISORDER, EQUALITY & DIVERSITY AND ENVIRONMENTAL IMPLICATIONS

- 5.1 Community Matters contributes to positive outcomes in each of these areas, as detailed within the plan itself.

6. OVERVIEW AND SCRUTINY PANEL COMMENTS

- 6.1 Members at the four Overview and Scrutiny Panels expressed their support towards the revised Corporate Plan. At the Community, Partnerships and Wellbeing Overview and Scrutiny Panel, a member felt there was a need for greater emphasis to be placed on the arts. As a result of this, the Portfolio Holder for People and Places has reviewed this part of the Corporate Plan, noting that the arts had been included within the Councils priorities but this had not been transferred through to key activities and actions. The Plan has been amended to include this.

7. PORTFOLIO HOLDER COMMENTS

- 7.1 I wish to thank all Members and Officers for their contributions to this refreshed Corporate Plan. I believe that its key priorities of sustainability, the protection of our natural resources and support for the local economy will ensure that the Council focuses on what matters to our communities as we 'Build Back Better' within the District.

For Further Information Please Contact: Background Papers

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The Corporate Plan 2020-2024 'Community
Matters' – Cabinet 4 March 2020

Sheryl Parry
Business Improvement Project Manager
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Community Matters Corporate Plan 2020-2024

Delivering a prosperous
New Forest and putting
the community first



Introduction

Our corporate plan plays an important role in making sure the council's objectives are met for the people and communities in the New Forest district area. It sets out the overarching commitments and vision for the council over the next four years, the priorities of each portfolio, and the values that underpin the delivery of the plan.

The plan focuses on the challenges we face, and all that we can do as an organisation to address them. It recognises the financial constraints in which we operate, and builds on the strong financial position we have created and the services our community want. We remain ambitious in setting priorities that matter to the people of the New Forest and we put our community first.

Sustainability and the protection of our natural resources, as well as support for the local economy, run through this plan. With each portfolio contributing towards these two significant issues and placing them at the heart of all our decisions.

Our commitments also include new approaches to providing more homes for local people, responding to the specific needs of our communities, maintaining the unique and special qualities of the environment, improving health and wellbeing, and ensuring the economic prosperity for the area both now and for the future.

The plan builds on the foundations already laid out, maintaining our commitment to financial sustainability and excellence in service delivery.

Vision

To secure a vibrant and prosperous New Forest, guided by the people we serve and working in partnership with others to enhance the quality of lives for all by:

- Understanding local needs and creating a balanced, healthy community who feel safe, supported and have access to services;
- Protecting the special character of the New Forest and responding pro-actively to environmental challenges; and
- Working with others to maintain a vibrant local economy that brings opportunities to the area.

Values

Our values underpin the Council's vision and priorities by shaping the way we work.

Community

- We understand that our residents and customers are at the centre of what we do.

Teamwork

- We respect the contribution of others, and value those who work for the benefit of our community.

Integrity

- We act fairly, openly and with financial responsibility in all that we do.

Services

- We use our energy, skills, curiosity and resources to deliver the best sustainable outcomes.

Ambition

- We are passionate about leaving things better than we found them.

Leader's PORTFOLIO

*'Delivering a
sustainable and
prosperous New
Forest and putting our
community first'*

8



Portfolio holder
Cllr Edward Heron





Portfolio holder introduction

The accelerating impact of Climate Change, the use of natural resources and the damage to nature with habitat erosion and the disappearance of cherished wildlife are all areas of concern. We recognise these challenges, and we will prioritise actions to increase sustainability, protect our natural resources, and reduce our impact on the environment.

Partnership working remains a key priority to achieve more together. This includes working with the Local Enterprise Partnership and other public bodies to co-ordinate and encourage businesses and appropriate infrastructure connectivity opportunities, delivering a prosperous New Forest. The establishment of the Solent Freeport will provide a hub for global trade and investment, promoting regeneration and job creation in support of the local economy. We will actively engage with Government, the County Council and our other Hampshire and Isle of Wight partners in exploring a County Deal.

There is continued commitment to delivering modernised and innovative services, putting our community first and the outcome of the electoral review will ensure continued, effective democratic representation for all our residents.

Recognising the importance of our people in delivering high-quality services, we will strive to be an employer of choice, providing flexible and modern workspaces and technology through the smarter working initiative.

Cllr Edward Heron

Leader

Priorities

- Ensuring sustainability is at the centre of our decisions to preserve resources and the environment for future generations
- Excellence in services to our residents and continuing to maintain front line services
- Being an employer of choice
- Working with regional and local partners to ensure the prosperity of the New Forest area
- Ensuring effective democratic engagement and representation

Key activities

- Development of a strategy and action plan that ensures sustainability underpins all of our actions
- Deliver the Organisational Strategy and respond to changes in working arrangements through the continued roll out of the smarter working initiative, looking at where and how our staff work
- Respond to the outcomes of the staff survey and deliver the HR Strategy to support recruitment and retention
- Work with partners to deliver the greenest Freeport, securing sustainability and prosperity for the New Forest area
- Annual review of the economic investment in the New Forest
- Ensure that all council assets are used in the most sustainable way to support communities and the local economy
- Actively engage with partners, including the Hampshire & Isle of Wight Local Government Association, in exploring a County Deal

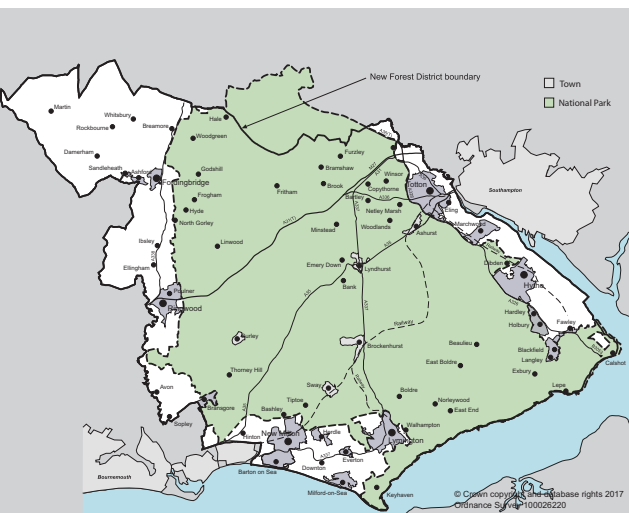
Planning, Regeneration and Infrastructure PORTFOLIO

*‘Encouraging
development that
meets local needs
and enhances the
special qualities of the
environment’*



Portfolio holder
Cllr Diane Andrews





Portfolio holder introduction

Delivering the vision of the Local Plan and ensuring a mix of homes and employment space, together with green infrastructure and sustainable transport options to meet the needs of residents is core to this portfolio. The approach to development must be proactive and enabling, encouraging development that meets local needs whilst delivering positive economic and social outcomes, while protecting and enhancing the special environmental qualities of the district.

Aligned to this is the delivery of a range of green infrastructure projects that enhance the natural environment and improve the quality of life for residents by creating places where communities can flourish. We will continue to work with partners across south Hampshire to develop a joint spatial strategy which will provide part of a robust evidence base for the next Local Plan. Greater emphasis will be placed on the early engagement of Building Control to add value to development proposals and ensure that buildings are safe. We will develop town centre regeneration plans, acknowledging the role our town centres need to play in supporting communities and providing the right mix of uses.

Cllr Diane Andrews

Planning, Regeneration and Infrastructure

Priorities

- Delivering the vision of the Local Plan and encouraging development that meets local needs and delivers positive economic, social, and environmental outcomes
- Working with partners, applicants, and developers to ensure a positive, timely and enabling attitude to development
- Using contributions to deliver green infrastructure projects that address the impact of development on the natural environment
- Ensuring Building Control are engaged at the earliest stage to make future development projects safe
- Working with the Partnership for South Hampshire authorities on a Joint Strategy and Statement of Common Ground to address future growth and unmet housing need
- Explore different delivery models to deliver our housing target including maximising the number of affordable homes
- Set a vision for the future of each of our towns

Key activities

- Enabling the delivery of sustainable development set out in the Local Plan supported by appropriate infrastructure
- Ensure that all development within the district is sustainable, resilient to changes in climate and creates healthy and biodiverse environments
- Deliver additional open space, play equipment, sports provision, cycling and walking opportunities and habitat creation areas
- Increase the number of developments that use NFDC Building Control service
- Progress work on the Joint Strategy for South Hampshire
- Develop a clear programme for spending monies collected through Community Infrastructure Levy
- Review the current issues within our town centres and work towards developing town centre plans or regeneration plans
- Explore how Local Design Codes could be developed for specific areas across the district
- Work with partners to develop and deliver infrastructure projects to provide sustainable transport options and manage water resources in a sustainable manner

Housing and Homelessness

PORTFOLIO

*'Creating balanced
communities and
housing options that
are affordable and
sustainable'*

12



Portfolio holder
Cllr Jill Cleary





Portfolio holder introduction

Providing more homes for local people continues to be a key issue and much of the focus is on delivering the Housing Strategy to ensure we meet the wider housing needs of the district, creating balanced communities and housing options that are affordable and sustainable.

The council is committed to providing more council houses, eradicating the use of Bed and Breakfast accommodation, and reducing homelessness. Building effective relationships with private rented sector landlords and agents through a landlord's forum will help improve standards, maintain confidence in the sector and improve access to our clients. This position is reflected in the priorities.

CLlr Jill Cleary

Housing and Homelessness

Priorities

- Meeting local housing needs and promoting sustainable growth
- Increasing the supply of high-quality affordable homes
- Improving the housing circumstances of those most in need
- Enabling the best use of housing to meet the needs of people, including support for a high quality, strong private rented sector

Key activities

- Deliver the key priorities identified within the Housing Strategy 2018
- Provide 600 new council homes by 2026 across social rent, affordable rent, and shared ownership tenures, including within New Forest villages
- Reduce homelessness through the provision of multi-agency support to sustain homes and tenancies and through the increase in access to private sector rented homes
- Protect the health and safety of tenants in private rented properties
- Minimise the use of emergency Bed and Breakfast accommodation for homeless households
- Design, deliver and enhance a multi-agency approach and housing pathway to achieve long-term accommodation solutions to end rough sleeping in the district
- Implement a new strategy to tackle empty properties and bring them back in to use
- Ensure that our existing housing stock is maintained to a high and safe standard
- Promote and implement greener housing initiatives when maintaining council stock and in the development of new council dwellings

People and Places

PORTFOLIO

'Engaging with our communities and maintaining the quality of the place in which they live'

14



Portfolio holder
Cllr David Russell





Portfolio holder introduction

The People and Places portfolio brings the community together with the place that they live in, ensuring access to services and a safe and clean environment. It recognises the importance of engagement and communication to provide information and seek the views of residents, listening to their needs.

The work to modernise service delivery in response to customers' changing needs and digital demands remains a key focus. Moving towards 24-hour access to online services, and using technology to enhance our service delivery, will be an important element of this.

The upkeep and maintenance of our trees and open spaces and the cleanliness of our streets is central to the quality of the place in which we live, and we will continue to deliver these services to ensure this remains the case.

Understanding and working with our communities has never been more important and we are committed to meaningful engagement with town and parish councils and the voluntary sector to deliver sustainable support, with continued support for the district's arts and cultural heritage.

CLlr David Russell

People and Places

Priorities

- Putting residents at the centre of what we do and how we do it
- Modernising customer services and responding to changing needs
- Engaging with partners and the community to inform and contribute towards wider outcomes
- Ensuring our open space is clean, accessible, and well maintained, and contributes to the sustainable and natural environment of the New Forest
- Supporting the arts and cultural heritage of the New Forest

Key activities

- Continue to upgrade the back-office systems in preparation for enhanced website functionality designed around the customer
- Understand and respond to residents' demand and expectations in the delivery of customer services
- Provide grant funding to community groups and charitable organisations in support of the council's objectives in the community
- Continued engagement with town and parish councils
- Respond to future environmental, social and pest/disease challenges through the Tree Strategy
- Work with partners on initiatives to reduce the levels of littering and fly tipping
- Continue to provide more land to meet the demand for burial space
- Work with the Arts Council as one of their identified Priority Places to support the creative and cultural potential of the area

Finance, Investment and Corporate Services

PORTFOLIO

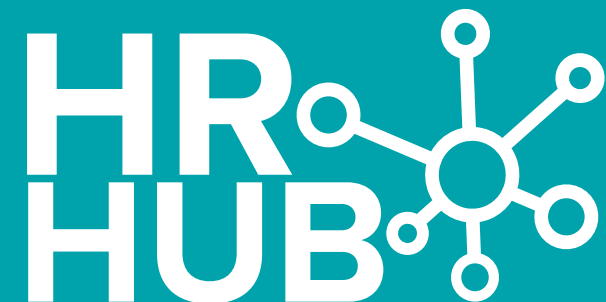
16

‘Enabling service provision and ensuring value for money for the council tax payer’



Portfolio holder
Cllr Jeremy Heron





Portfolio holder introduction

National pressures on funding for local authorities will remain a significant challenge and there is an ongoing need to respond to this to ensure the continued provision of frontline services which are underpinned by efficient and effective support services. Continued investment in ICT will be instrumental in delivering flexibility and efficiencies.

The acquisition and managing of quality assets local to the New Forest will ensure growth and employment opportunities are directed at the local economy, as well as providing a new source of income generation and a return on investment to help support the council's financial resilience and ensure value for money for the council tax payer.

We will continue to invest in the maintenance and upkeep of our assets and facilities to ensure they remain fit for purpose. Those in our community impacted by welfare reform will be supported with the migration to universal credit.

Cllr Jeremy Heron

Finance, Investment and Corporate Services

Priorities

- Protecting front line services through sound financial planning, including the collection of taxation with appropriate support for individuals and businesses
- Modernisation and innovative use of ICT to enhance operational efficiencies across all services
- Using investments to support financial resilience and the local economy
- Providing support to residents with benefits and welfare reforms, and supporting businesses to access financial reliefs and grants

Key activities

- Deliver the council's Medium-Term Financial Plan
- Modernise our corporate and line of business ICT applications
- Identify sites and opportunities in line with the Commercial Property Investment Strategy
- Continue to acquire properties through the council's Residential Property Company
- Deliver improved, more sustainable infrastructure to support operational services
- Deliver government support to businesses, including business support grants and retail discounts
- Continue to manage the impact of Universal Credit and review our Council Tax Reduction scheme to maximise automation

Partnering and Wellbeing PORTFOLIO

*'Improving the health
and wellbeing of our
community'*

18



Portfolio holder
Cllr Mark Steele





Portfolio holder introduction

Improving the health and wellbeing of our community and sustaining a healthy lifestyle legacy for future generations is an important focus of the portfolio, collaborating with partner agencies to ensure the wider health outcomes are achieved.

We will work to join up activity to enable these outcomes and embed key health prevention principles in our core services to support both physical and mental health.

Our regulatory services will continue to help protect our residents and visitors from risks to safety and health by working with businesses to provide support, advice and enforcement and improving the knowledge and choice by publishing inspection ratings. Environmental risks to health will also be prioritised to improve air quality.

It is recognised that the fear of crime is an important issue, and we will engage with the community to manage this fear, whilst keeping our communities safe through the delivery of the Safer New Forest priorities.

Cllr Mark Steele

Partnering and Wellbeing



Priorities

- Working with partners to improve the health and wellbeing of our residents
- Ensuring that public health prevention principles are embedded within core services of the council
- Increasing the level of physical activity within the district
- Providing affordable, accessible, and sustainable leisure facilities
- Ensuring regulatory services are delivered for the benefit of our residents
- Ensuring the New Forest remains a safe place to live, work and visit

Key activities

- Develop and deliver a Health and Wellbeing Strategy focussing on both physical and mental health, tackling health inequalities, and creating healthier communities
- Deliver the strategic objectives set out in the review of NFDC leisure centres
- Work with partners to increase the levels of activity within targeted groups
- Work with partners to help improve air quality in the area
- Create a safe environment for our residents and level playing field for local businesses to help them grow and develop
- Deliver the licensing function in line with policies which are relevant and legally compliant and address the challenges faced in the New Forest
- Deliver the Safer New Forest Partnership Plan through collaborative and innovative working with our strategic partners

Environment and Coastal Services

PORTFOLIO

*‘Working to reduce the
impact on our special
environment and
protecting communities
by managing our
changing coastlines’*

20



Portfolio holder
Cllr Steve Davies





Portfolio holder introduction

To help us reduce our impact on the environment we will aim to provide the New Forest with a cost effective, sustainable and carbon efficient waste and recycling service that will maximise the recovery of valuable natural resources, align with the national strategy and meet the needs of our residents.

Managing our coastline remains a priority to protect our communities from the impacts of flooding and coastal erosion risk or to enable them to adapt to future flooding and coastal erosion risk. We will further explore our options for delivering our coast protection function as well as securing partnership funding to support the delivery of future flood and coastal erosion risk management activities.

Modernisation of car parking will ensure up to date facilities, contribute towards air quality and support the local economy.

Cllr Steve Davies

Environment and Coastal Services

Priorities

- Working with others to protect and enhance our natural environment
- Reducing waste and increasing recycling
- Developing plans and funding opportunities to protect our coastline
- Supporting sustainability and the local economy through the strategic review and use of car parking assets
- Developing a strategy for our assets at Keyhaven, considering environmental objectives, flood protection and the local economy

Key activities

- Contribute towards the overarching Sustainability Strategy which will set out our actions to protect the local environment and reduce our impact on climate change
- Develop and implement a new modern Waste Strategy for the Council working with the Project Integra Board
- Adoption of the Christchurch Bay & Harbour Flood & Coastal Erosion Risk Management (FCERM) Strategy to identify future flood and coastal erosion projects
- Review car parking infrastructure and technology and deliver the actions from the Parking Working Group to develop and implement a modern Car Park Strategy

Business, Tourism and High Streets

PORTFOLIO

*'Helping local
businesses to grow
and prosper'*

22



Portfolio holder
Cllr Michael Harris



filmnewforest
a million possibilities; one unique place

Portfolio holder introduction

Economic wellbeing is central to a thriving community and there is a continued focus on helping local businesses to grow and prosper. Increased broadband and mobile connectivity remain a key objective to achieving this. We will engage with the wider business community and promote skills development through the increased take up of apprenticeships and upskilling of the economically active population of the New Forest.

We recognise that High Streets are changing, and we will support these businesses in new and different ways. There is an increasing need to respond to the social, environmental and technological challenges to businesses. We will support our High Streets to thrive and diversify and provide support for specific industries including forestry, agriculture and maritime.

We will support the visitor economy across the entirety of the New Forest district, including the National Park. We acknowledge that there will be challenges ahead for the hospitality industry due to the current issues with labour supply, and we will work with Go New Forest and other partners to address this.

Building on the success of Film New Forest in supporting the local economy, there is an opportunity to extend the promotion of the New Forest as a destination for the wider digital creative industries.

Cllr Michael Harris

Business, Tourism and High Streets

Priorities

- Continuing to work with partners and businesses to grow the New Forest economy
- Lobbying for essential improvements in broadband and mobile connectivity
- Helping businesses, industries and High Streets respond to social, environmental and technological changes and innovation
- Supporting the visitor economy across the New Forest district
- Continuing to promote the New Forest as a filming destination

Key activities

- Identify all businesses within the district and target engagement
- Lobby and work with partners to improve broadband and mobile connectivity
- Work in partnership to increase the uptake of apprenticeships and upskilling opportunities
- Encourage inward investment for the New Forest
- Support networking for changing High Streets. Encourage direct communication with landlords to consider new and vibrant uses for vacant premises for community or economic use
- Encourage communities to maintain behavioural changes developed during the pandemic around shopping locally to support the green economy
- Work with Go New Forest to promote tourism within the New Forest
- Establish a single point of entry to the council for businesses

Action plan and achievement measures

The following pages contain the plan of specific actions that will directly contribute towards the delivery of the priorities within each portfolio. These actions will be refreshed annually to keep them up to date.

Achievement indicators for each portfolio have been identified to help monitor progress against the delivery of the priorities and provide tangible measures of success.

Progress updates on specific actions and achievement indicators will be reported to the relevant Overview and Scrutiny Panel during the year.



Leader	Planning, Regeneration and Infrastructure
<p>Specific actions</p> <ul style="list-style-type: none"> • Annual review of the economic investment in the New Forest • In partnership with the LEP and other public bodies, support funding bids to the government to enable improvements in infrastructure • Actively contribute to the development of the Solent Freeport • Implement actions to make the council an employer of choice and continue to implement smarter working initiatives responding to the changes in where and how our people work • All council projects to demonstrate sustainability in their outcomes and the best use of assets • Actively engage with Government and Hampshire and Isle of Wight partners in exploring a County Deal 	<p>Specific actions</p> <ul style="list-style-type: none"> • Ensure that the planning system supports housing delivery across the district and delivers actions in the Housing Delivery Action Plan, monitored through an annual report to Cabinet • Develop and deliver an annual programme of projects to enhance natural green spaces and maximise the associated benefits including biodiversity and air quality • Review all supplementary planning documents and the community infrastructure levy process • Design and deliver new ICT system to improve and modernise delivery of the service by 2023, enabling officers to focus on delivering positive planning outcomes and enhancing the competitiveness of building control • Increase the market share for Building Control to ensure the safety of development • Determine planning applications and related submissions within the appropriate timeframe • Work with developers, businesses and land agents to identify development sites and promote employment land within the Local Plan strategic allocations • In partnership with others, work to develop and deliver sustainable transport and water management projects across the district that support our communities and local economy
<p>Achievement indicators</p> <ul style="list-style-type: none"> • Proportion of portfolio indicators above or on target (%) • Increase in vacancies filled first time (%) • Level of customer satisfaction (%) • Number of projects that NFDC are leading on with key partners that will result in more sustainable use of assets (Number) 	<p>Achievement indicators</p> <ul style="list-style-type: none"> • Increase in the number of houses completed each year (as set out in the Annual Authority Monitoring Report) (Number) • Increase in the number of green infrastructure projects delivered each year (Number) • Increase the number of Biodiversity Net Gain projects delivered each year (Number) • Year on year increase in the total amount of open space, play and sports provision, and cycling and walking infrastructure (Hectares/Metres) • Increase in NFDC Building Control Market Share (%) • Determination of planning applications within the nationally prescribed time frames (%) • Amount of additional employment floorspace created within the district (m²) • Number of projects that NFDC are leading on with key partners to promote and/or deliver sustainable transport options (Number)

Housing and Homelessness	People and Places
<p>Specific actions</p> <ul style="list-style-type: none"> • Provide 600 new council homes by 2026 • Prevent the homelessness of at least 60% of clients deemed to be threatened with homelessness • Monitor and review the delivery of the Allocation Policy 2019 • Continue to work through actions from the Private Sector Housing Strategy including publishing the Empty Homes Strategy by 2021/22 • Deliver at least 40 units of council owned emergency accommodation by 2021/22 • Design, deliver and enhance a multi-agency approach and Housing pathway through twice-yearly multi-agency forums and meetings with operational partners • Improve standards by setting up a landlord's forum to meet twice-yearly by 2021/22 • Implement a new strategy to tackle empty properties by end of 2021/22 	<p>Specific actions</p> <ul style="list-style-type: none"> • Annual awarding of community grants • Working with others, develop a Community Strategy that aims to embed sustainable outcomes • Respond to changing customer needs through the Customer Task and Finish Group review of face to face, telephone and online service delivery • Develop a Grass Strategy, designed to support biodiversity • Monitoring of Tree Strategy, in response to future challenges • Working with a Task and Finish Group to develop a Litter Policy • Work with partners on initiative such as 'Operation Wolf' as part of fly tipping enforcement and continue to promote behavioural change on littering • Support creative and cultural potential of the area, reporting back to Panel on initiatives in line with the Arts Council's Priority Places
<p>Achievement indicators</p> <ul style="list-style-type: none"> • Number of additional council homes delivered (Number) • Increase in prevention duty cases successfully prevented (%) • Maintain the number of private sector lease properties (Number) • Reduction in private sector property inspections resulting in Category 1 hazards (%) • Increase in rough sleepers entering accommodation pathway (%) • Reduction in the number of households in external emergency B&B accommodation at year end (Number) 	<p>Achievement indicators</p> <ul style="list-style-type: none"> • % of standard fly tipping incidents responded to within 24hrs (%) • % of specialist fly tipping incidents responded to within 3 days (%) • Number of trees removed from NFDC land (Number) • Number of trees planted on NFDC land (Number) • Website optimisations resulting in an improved customer experience (Number) • Website accessibility (%) • Increase in subscribers to resident's email (Number) • Average customer satisfaction rating of resident's email (%)

Finance, Investment and Corporate	Partnering and Wellbeing
<p>Specific actions</p> <ul style="list-style-type: none"> Balanced budget agreed annually in February Deliver the ICT strategy to modernise applications and infrastructure Identify opportunities and progress the Commercial Property Investment and the Residential Property Investment strategies Continue to work closely with the Department for Work and Pensions, New Forest Citizens Advice and stakeholders on preparing for the migration to Universal Credit Design new depot facilities for future requirements and in response to any changes to national waste strategy Deliver the Test and Trace Support payments to support those having to self-isolate 	<p>Specific actions</p> <ul style="list-style-type: none"> Development and delivery of the New Forest Health and Wellbeing Strategy during 2021/22 Monitor the delivery of the strategic outcomes from the Health and Leisure partnership with Freedom Leisure Monitor delivery of Mytime Active contract for Dibden Golf Centre to improve participation in golf and associated activities Undertake and develop community safety engagement opportunities to promote the work of the partnership and ensure the views of residents are reflected within key priorities Develop and promote the Safer New Forest Webinar, maximising participation of the wider partnership including the voluntary sector Report on the delivery and successes of the Safer New Forest Partnership Plan Manage the transition of digital switchover for Appletree Careline and focus activities on developing new areas of business growth opportunities Advice, support and guidance provided on food safety and compliance with covid requirements, to all new food businesses which have started up during the pandemic and those requesting assistance following reopening after lockdowns Begin the recovery phase to the Covid-19 pandemic, providing public health sector specific business advice, supporting new businesses, and investigating complaints to meet the needs of residents Increase activity and engagement in targeted communities as part of the recovery from the Covid-19 pandemic
<p>Achievement indicators</p> <ul style="list-style-type: none"> Maintain high level of council tax collected (%) NNDR collected (%) Achieve a balanced budget with reasonable council tax increases (%) Budget variations (General Fund) (%) Increase in the value of residential investment (£million) Increase in the value of commercial investment (£million) ICT incidents resolved within SLA (%) Maintain a Remote Access Solution (VPN) (%) 	<p>Achievement indicators</p> <ul style="list-style-type: none"> Reduction in inactivity levels (%) Number of sedentary adults with recognised medical conditions enrolled in the freedom leisure active lifestyles referral programme (Number) Level of investment in the leisure centres by Freedom Leisure (£ value) Percentage of new business start ups receiving an inspection during the year (%) Inspection of all higher risk food establishments to improve public safety (%) Increase participation in Community Safety engagement events and completion of annual crime and disorder survey (Number) Maintain residents' satisfaction on the low level of reported crime and anti-social behaviour within the district (%) Support Communities through programmes to improve the mental wellbeing of residents (Number of programmes) Increase the engagement with lower socio-economic communities (Number of projects)

Environment and Coastal	Business, Tourism and High Streets
<p>Specific actions</p> <ul style="list-style-type: none"> • Contribute towards the overall Sustainability Strategy, identifying local actions to address the impact of climate change • Cabinet approval of Waste Strategy during 2022 • Procure an operations ICT system in order to support the council's waste strategy • Explore opportunities to support in the delivery of future FCERM activities and the council's role as the Coast Protection Authority • Develop a business case for submission to the Environment Agency to support beach management plan operations for Hurst Spit in the short-term • Work with the Environment Agency to develop a FCERM strategy for Hurst Spit to Lymington • Work with BCP Council in the delivery of the Christchurch Bay & Harbour Flood & Coastal Erosion Risk Management (FCERM) Strategy • Implement the findings of the Depot review • Review of car parks across the district to inform Car Parks Strategy including looking at the introduction of cycling parking in key locations and increasing the number of electric charging points • Review of Keyhaven Strategy 	<p>Specific actions</p> <ul style="list-style-type: none"> • Identify all businesses within the district using a range of sources and continue to engage with businesses on a regular basis using business e-news email contact • Establish a single point of entry to the council for businesses by 2022 • Identify options for improved connectivity in the district and develop an action plan • Establish a programme of activities across the year to support an increase in footfall in our High Streets, commencing with an online conference for local High Street businesses and stakeholders • Work in partnership to increase the uptake of apprenticeships and upskilling opportunities, including through Solent Apprenticeship Hub • Forge connections with location finders within the filming industry to promote the New Forest as a filming location • Launch new programmes and networks with partners to enhance support for businesses in the district • Work with partners to set up the youth employment hub and collaborate on New Forest Young Entrepreneurs • Work in partnership with Go New Forest to share key messages. Promote wider use of the of the district in order to manage capacity and improve visitor experience
<p>Achievement indicators</p> <ul style="list-style-type: none"> • Increase in household waste sent for reuse, recycling, and composting (%) • Increase in coastal funding to achieve specific actions (£) • Increase the number of electric charging points by 10 by 31/12/2022 (Number) • Total CO2 emissions saved through electric vehicle charging points (Number) 	<p>Achievement indicators</p> <ul style="list-style-type: none"> • Increase in apprenticeships within the district (Number) • Increase in businesses engaged in the economic development programme (Number) • Increase in subscribers to 'Helping local businesses grow' e-news (Number) • Participants in initial High Streets online conference (Number) • Participants in European Regional Development Fund business network (Number) • Participants in Youth Employment Hub (Number) • Participants in New Forest Young Entrepreneurs (Number) • Value of grants distributed by March 2022 (£) • Film New Forest - Value of filming in the district (£) • Location finding contacts within the filming industry (Number)

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CABINET – 6 OCTOBER 2021

PORTFOLIO: HOUSING AND
HOMELESSNESS SERVICES / FINANCE,
INVESTMENT AND CORPORATE SERVICES

CONTROL OF ASBESTOS POLICY AND CONTROL OF CONTRACTORS POLICY

1. RECOMMENDATIONS

- 1.1 That the Cabinet recommend to Council that the Control of Asbestos Policy (Appendix 1) and Control of Contractors Policy (Appendix 2), be adopted.

2. INTRODUCTION

- 2.1 This report introduces new policies relating to the Control of Asbestos and the Control of Contractors following a review. These policies will set a sound basis to ensure that the Council deals appropriately with its duties relating to asbestos.
- 2.2 As the policies bridge both Housing and Corporate buildings, this report will proceed through the Corporate Affairs and Local Economy and the Housing and Homelessness Overview and Scrutiny Panels, and thereafter Cabinet and Council.

3. BACKGROUND

- 3.1 Following a review of the Council's approach to asbestos, EMT considered a number of recommendations to strengthen the Council's approach to asbestos, including a new Asbestos Policy and a Contractors Policy.
- 3.2 The new Policies ensure that there is clarity in terms of structure and responsibilities for asbestos, as well as the setting up of a new Asbestos Working Group which will oversee the Council's approach to asbestos and ensure good practice. There will also be a need to roll out training for all staff who are either likely, in the course of their duties, to come into contact with asbestos or, who may have responsibility for managing it.
- 3.3 At the present time, work is ongoing to ensure that the Council's asset management systems include the correct information relating to asbestos and that up to date surveys are commissioned to ensure that the Council has up to date records.
- 3.4 It is proposed that Housing Services take a lead role in ensuring a corporate-wide and consistent approach to managing asbestos but all Service Managers who have responsibility for managing physical assets will be required to ensure day to day responsibility for complying with the new policies.

4. THE CONTROL OF ASBESTOS POLICY AND THE CONTROL OF CONTRACTORS POLICY

- 4.1 The new Policies sufficiently address the Council's duties and responsibilities and are structured to ensure the Council complies with the requirements of the respective legislation.

4.2 The Policies salient points are as follows:-

Control of Asbestos Policy (Appendix 1)

- (a) Statement of intent providing a framework of principle policies which will direct all other council policies, procedures and decisions concerning the management of asbestos;
- (b) Clearly identifies legislative and regulatory duties;
- (c) Clear definition of roles and responsibilities;
- (d) Creation of an Asbestos Working Group incorporating key officers to monitor, review and support those responsible managers effectively manage the risks related to asbestos.

4.3 Control of Contractors Policy (Appendix 2)

- (a) Clearly identifies legislative and regulatory duties;
- (b) Clear definition of roles and responsibilities;
- (c) Procurement of contractors for construction activities and appointment of relevant CDM duty holders;
- (d) Contractor incident notification protocol;
- (e) Creation of a CDM Working Group incorporating key officers to monitor, review and support those responsible managers effectively manage the risks related to construction work activities.

5. FINANCIAL IMPLICATIONS

5.1 Work will be required on an ongoing basis to ensure compliance with the new policies. There will be a need to carry out surveys both within Housing Revenue Account (HRA) stock and the Council's corporate buildings and costs of these are estimated to be £45,000 and £17,000 respectively in 2021/22 with approximately £38,000 being required in 2022/23 for HRA stock and £10,000 for corporate buildings. These costs do not account for any potential removal of asbestos and should this be required, the costs will be dealt with as part of the remedial work, once identified.

6. ENVIRONMENT / CRIME & DISORDER / EQUALITY & DIVERSITY IMPLICATIONS

6.1 Asbestos can be damaging to the environment if not handled properly. The risk to personal health, is however, more acute. The Council is under legal responsibilities to ensure that its staff, contractors and anyone else coming into contact with asbestos, are not exposed to unacceptable risk arising out of the Council's failure to adhere to the law and standards in respect of asbestos. There are potential serious consequences for local authorities/employers if health and safety requirements are not met.

7. CONCLUSION

7.1 The Control of Asbestos Policy and the Control of Contractors Policy puts the Council on a sound basis in terms of dealing with the Control of Asbestos Regulations 2012, the Construction (Design and Management) Regulations 2015 and the Health and Safety at Work Act 1974.

8. OVERVIEW AND SCRUTINY PANEL COMMENTS

8.1 The Housing and Homelessness Overview and Scrutiny Panel and the Corporate Affairs and Local Economy Overview and Scrutiny Panel both considered this report

and associated Appendices at their meetings in September and supported the recommendation.

9. PORTFOLIO HOLDER COMMENTS – HOUSING AND HOMELESSNESS SERVICES

9.1 This report ensures a coordinated approach to managing asbestos across both Housing and our Corporate buildings.

10. PORTFOLIO HOLDER COMMENTS – FINANCE, INVESTMENT AND CORPORATE SERVICES

10.1 The safety of our residents', staff and contractors is of paramount importance to this Council. It is therefore essential that we maintain, review and update our policies and procedures when it comes to dealing with materials that are potentially hazardous to health.

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Corporate control of asbestos policy

2021

Document history

Name of policy	Corporate Control of Asbestos Policy
Purpose of policy	Sets out clear roles and responsibilities in order for the Council to meet its legal duty to manage asbestos under The Control of Asbestos Regulations 2012, The Housing Act 2004 and the Defective Premises Act 1972.
Policy applies to	The policy and subsequent arrangements apply to all Council employees, contractors and tenants.
First issued	October 2002
Latest update	May 2021
Update overview	<ul style="list-style-type: none">• August 2009• March 2011• June 2017• January 2020• August 2021, updates to structure of service arrangements, roles and responsibilities and guidance notes, updated into new policy template.

Contents

p.4	Statement of intent
p.5	1. Introduction
p.6	2. Legislative and regulatory context
p.8	3. Definitions
p.9	4. Roles and responsibilities
p.15	5. Asbestos Working Group
p.16	6. Training, information and instruction
p.17	7. Legislation
p.18	8. Guidance
p.19	9. Appendices
p.21	Agenda

Statement of intent

This statement of intent provides a framework of principle policies which will direct all other Council policies, procedures and decisions concerning the management of asbestos. It is supported by a policy document that sets out how New Forest District Council intends to assign specific responsibilities within the organisation to ensure asbestos risks are managed appropriately to meet our statutory obligations.

New Forest District Council will protect its staff, tenants, visitors, the public and others in the following ways:

1. As the duty holder, appoint an Executive Head with the responsibility to support the appointed person instructed to manage asbestos on behalf of New Forest District Council.
2. The Executive Head will appoint a 'Responsible Person' to ensure the day to day management of asbestos containing materials is upheld.
3. The 'Responsible Person' will name an appointed person as the asbestos management officer with the appropriate knowledge, skill, training and experience to carry out the day to day management of asbestos containing materials within the New Forest District Council property portfolio.
4. Ensure that all job roles are assessed and, where there is a requirement to work with asbestos, will be provided with suitable and sufficient training and information to facilitate them to undertake their role competently.
5. Ensure that those with specific asbestos management responsibilities have the appropriate technical expertise, to protect the Council's interest and comply with best practice, at all times.
6. Ensure periodic assessments are made of training needs in line with current guidance and any future changes.
7. Ensure a corporate asbestos database and management system is in place and accessible to those who use it.
8. Ensure a comprehensive management plan is in place to effectively manage the portfolio.
9. Undertake suitable and sufficient asbestos management surveys of all premises in line with HSG 264: The Survey Guide. Where asbestos containing materials have been identified, ensure re-surveys are undertaken at suitable intervals as determined in this policy.
10. Ensure refurbishment & demolition surveys are undertaken at the earliest opportunity and prior to work commencing. Sufficient time and resources will be made available to manage any identified risks.
11. Undertake routine Regulation 4 inspections of properties within the determined time frames set out by the surveyor.
12. Ensure asbestos containing materials are removed as appropriate in accordance with any recommendations within the survey carried out.
13. Ensure routine inspections and compliance checks are undertaken as set out within this policy.
14. Ensure regular audits of the asbestos management system are undertaken by a member of the Corporate Health and Safety Team.
15. Ensure all contractors used in the asbestos management process are suitably vetted and competent to undertake their work.
16. Ensure all necessary insurances and licenses remain in place and are unconditional.
17. Ensure only contractors listed on the asbestos framework agreement carry out works on behalf of New Forest District Council, in line with the conditions set.
18. Ensure that contractors are subject to the Contractor Incident Notification Protocol and are managed in accordance with it, should the need arise.

This statement of intent is signed below by those acting with overall responsibility for the Duty to Manage asbestos containing materials.

Colin Read, Interim Chief Executive Signed Date

1. Introduction

1.1 Background

New Forest District Council acknowledges and accepts its responsibilities under this current asbestos legislation and will proceed with due diligence to address these by the provision of suitable, sufficient and risk appropriate controls to reduce the risks presented by asbestos containing materials to as low a level as is reasonably practicable.

1.2. Aims and Objectives

Set out the guiding principles and arrangements with regards to asbestos safety and asbestos risk management, to achieve and maintain full compliance with its duties under the Health & Safety at Work Act 1974, the Control of Asbestos Regulations 2012, The Housing Act 2004 and the Defective Premise's Act 1972.

1.3. Scope

This policy and subsequent arrangements apply to all Council employees, contractors and tenants.

1.4 The Standard Operating Procedures for Asbestos

In order for the Council to meet its legal duties as identified under The Health and Safety at Work Act 1974, The Control of Asbestos Regulations 2012, The Housing Act 2004 and the Defective Premises Act 1972, the appointed 'Responsible Person' must produce a Standard Operating Procedures for Asbestos. This document must set out specific arrangements and clear roles and responsibilities to ensure the Council is meeting its legal duties as identified in the relevant legislation. The Standard Operating Procedure for Asbestos, as a minimum, must meet the requirements set out in this policy and take the form of procedures and guidance for responsible managers and employees.

2. Legislative and regulatory context

2.1 The Control of Asbestos Regulations 2012

New Forest District Council acknowledges and accepts its responsibilities under this current asbestos legislation and will proceed with due diligence to address these by the provision of suitable, sufficient and risk appropriate controls to reduce the risks presented by asbestos containing materials to as low a level as is reasonably practicable.

The Control of Asbestos Regulations 2012 came into force on the 6th April 2012. They came into effect to help reduce the number of deaths caused from asbestos exposure and related diseases.

CAR 2012 superseded the Control of Asbestos Regulations 2006 and apply to all work with asbestos in the UK. These are supported by an approved code of practice ACOP L143. This ACOP describes in detail how such works should be carried out. Together they set out a framework for controlling exposure to asbestos and the duty to manage asbestos in buildings.

CAR 2012 places a duty to manage asbestos to those who manage or are responsible for maintenance and repairs in a non-domestic building.

New Forest District Council is classed as the Duty Holder if it:-

- Owns the building;
- Is responsible through contract or tenancy agreement;
- Has control of the building but no formal contract or agreement; or
- In a multi-occupancy building, it is the owner and has taken responsibility for maintenance and repairs for the whole building. However, in a multi-occupied building, the duty can also be shared. The owner might take responsibility for the parts it occupies.

The Control of Asbestos Regulations 2012 applies to all non-domestic premises regardless of the nature of the business or industry. This includes all industrial, commercial and public buildings. The regulations also apply to the 'common' areas of certain domestic premises, such as blocks of flats. This includes the lifts, foyers, staircases, gardens and so on, but not the individual flats themselves.

The Control of Asbestos Regulations 2012 requires the duty holder to manage the risk of asbestos by:

- Taking appropriate steps to determine if there are any asbestos containing materials (ACMs) present. If found, the amount, location and condition must be recorded;
- Presuming that materials contain asbestos unless there is strong evidence to indicate otherwise;
- Produce and maintain up-to-date records of the location and condition of all ACMs;
- Assess the risk of the identified materials;
- Prepare a plan that clearly sets out in detail how the risks will be managed;
- Take the necessary steps to put the plan into action;
- Review and monitor the plan and arrangements to act on it so that it remains relevant and up to date;
- Provide information on the location and condition of the ACMs to anyone who is liable to work on or disturb them.

2. Legislative and regulatory context (cont'd)

2.2 The Housing Act 2004

The Housing Act 2004 introduced the Housing Health and Safety Rating System (HHSRS). The HHSRS is a risk-based evaluation tool used to assess potential risks and hazards to the health and safety of occupants from deficiencies identified in residential properties in England and Wales.

The assessment method focuses on the hazards that are present in housing and tackling these making housing healthier and safer to live in:

- The assessment covers 29 categories of hazard which includes the risk from Asbestos and MMMF (Exposure to asbestos fibres and manufactured mineral fibres).

2.3 The Defective Premises Act 1972

The Defective Premises Act 1972 sets out the duties for landlords and its liabilities for poorly constructed and maintained buildings. Although asbestos is not specifically named, it requires landlords to take reasonable care to see that tenants and their visitors are safe from personal injury and disease caused by a defect in the state of the premises.

Although Regulation 4 of CAR 2012 doesn't apply to residential tenanted properties, the Council does have an obligation under the Housing act 2004 and the Defective Premises Act 1972 to ensure it manages asbestos within its domestic property portfolio. To ensure full regulatory compliance, it is therefore considered in this policy to apply these controls to houses, flats and other domestic premises that the Council is responsible for.

2.4 The Construction (Design & Management) Regulation 2015 (CDM 2015)

There were changes to the CDM 2007 regulations in 2015, which accounted for new responsibilities. There is a duty on the Principal Designer (PD) and the client, to ensure that exposure to Asbestos is managed throughout the project.

The HSE guidance on the CDM Regulations places more explicit requirements on duty holders to follow the general principals of prevention. The principles also apply to the measures used to prevent or reduce the risk of exposure to asbestos fibres.

As the Control of Asbestos Regulations (CAR 2012) require the duty holders to effectively manage asbestos in buildings, clients should already have information about the location and condition in their building. CDM 2015 in accordance with CAR 2012 ensures a suitable Refurbishment & Demolition Survey is undertaken as forms part of the Construction Phase Plan (CPP).

3. Definitions

Term	Definition
Asbestos Containing Material	Any material that is identified as having, or presuming to have, asbestos fibres within its matrix. Abbreviated to ACM
Standard Operating Procedure for Asbestos	Document which details how asbestos will be managed within the organisation.
Asbestos Management Survey	Survey undertaken by a competent person that aims to ensure that, nobody is harmed by the continued presence of ACM in the premises or equipment; that the ACM remain in good condition; and that nobody disturbs it accidentally.
Asbestos Register	Record present or presumed ACMs, including its location, contain and materials.
Asbestos Working Group	Quarterly management meeting to ensure effective management of asbestos containing materials.
Competent Person	A person with sufficient skills, training, experience and knowledge to undertake their role.
Contractor Incident Notification Protocol	In accordance with the Corporate Control of Contractors Policy, breaches in health and safety legislation and safety standards must not be ignored. The contractor incident notification protocol has been implemented should breaches in legislation or poor health and safety practices be observed during a site inspection. Contractor Incident Notification Protocol (CINP) must be followed. Abbreviated to CINP
Duty Holder	The person within the organisation with overall responsibility of maintenance and repair within a non-domestic premise.
Duty to Manager	Regulation 4 of the Control of Asbestos Regulations 2012, places a requirement on duty holders to undertake a suitable and sufficient assessment as to whether asbestos containing materials (ACMs) are likely to be present in non-domestic premises under their control and then to manage the risk from these materials.
Notifiable Licensed Work	Work with asbestos, where workers exposure to asbestos is not sporadic and of low intensity; or where the risk assessment cannot clearly demonstrate that the control limit will not be exceeded i.e. 0.1 asbestos fibres per cubic centimetre of air (averaged over a four hour period), or on asbestos coating; or on asbestos insulation or asbestos insulating board where the risk assessment demonstrates that the work is not short duration work, e.g. when work with these materials will take no more than two hours in any seven day period, and no one person works for more than one hour in that two hour period. Abbreviated to NLW
Notifiable Non-Licensed Work	Types of work on ACMs where the employer must meet additional requirements, such as, notify work with asbestos to the relevant enforcing authority, designate areas where the work is being done, ensure medical examinations are carried out, maintain registers of work (health records). Abbreviated to NNLW
Refurbishment and Demolition Survey	A survey undertaken by a competent person that aims to ensure that, nobody will be harmed by work on ACMs in the premises or equipment; such work will be done by the right contractor in the right way.
Responsible person	An individual appointed person the Duty Holder to ensure the organisation meets its legal duties outlined within CAR 2012 Regulations.

4. Roles and responsibilities

4.1 Chief Executive must:

- Ensure those nominated with responsibilities for the management of asbestos containing materials have sufficient resources, time and competency to undertake their responsibilities as defined in this policy and within relevant legislation and approved codes of practice;
- Nominate an appropriate Executive Head to assist on the duties of the duty holder.

4.2 Executive Head of Governance and Housing must:

- Appoint a competent Service Manager to take on the duties of the responsible person;
- Ensure those nominated with responsibilities for the management of asbestos containing materials have sufficient resources, time and competency to undertake their responsibilities as defined in this Policy and within relevant legislation and approved codes of practice;
- Ensure all employees under their control have sufficient training, experience, knowledge and skill to undertake their role competently;
- When appropriate assist Service Managers in following the CINP;
- Lead by example on all health and safety matters and encourage a positive safety culture ensuring good communication channels throughout the workforce;
- Attend the Asbestos Working Group.

4.3 Service Manager - Housing Maintenance (Asset and Compliance) must:

- Appoint a competent person to manage the day to day operations of managing asbestos containing materials on behalf of the Council;
- Create and implement a suitable and sufficient Standard Operating Procedure for Asbestos;
- Ensure all properties are identified and recorded on Keystone, with a periodic review programme in place to monitor properties;
- Ensure a suitable and sufficient management survey is undertaken for all properties meeting the standards set out in The Control of Asbestos Regulations 2012 and HSG 264 – The Survey Guide;
- Ensure periodic Regulation 4 management inspections and remedial actions are undertaken within the set time frames;
- Seek reassurance from the Asbestos Management Officer that the inspection period set at the time of the management/ R&D survey is met and any actions completed, and records maintained;
- Ensure those nominated with responsibilities for the management of asbestos containing materials have sufficient resources, time and competency to undertake their responsibilities as defined in this policy and within relevant legislation and approved codes of practice;
- Ensure the systems in place are suitable to ensure the statutory compliance under the Council's duty to manage is met. These systems must be maintained, and access given to the level required of all Council staff service users and external contractors where applicable;
- Ensure emergency procedures and controls are implemented on behalf of the Council;
- Ensure that the relevant asbestos related information is considered as part of the fire risk assessment process and the details of any specific building related information is provided to the Hampshire Fire & Rescue Service by means of onsite records;
- Chair the Asbestos Working Group;
- Provide the Executive Management Team with regular updates in relation to the Council's position in managing asbestos containing materials.

4. Roles and responsibilities (cont'd)

4.4 Asbestos Management Officer must:

- Act as the corporate specialist for managing the asbestos database and all asbestos related advice;
- Maintain the asbestos database and ensure all relevant services are able to access the latest information available;
- Ensure that all service requests for management and refurbishment/demolition surveys are programmed and audited within the timeframes set out in the Asbestos arrangements;
- Ensure the timely reporting to the relevant service contract administrator prior to works commencing;
- Undertake routine audits, inspections and monitoring of asbestos related work activities to ensure compliance with this Policy and subsequent arrangements, the Control of Asbestos Regulations and the approved codes of practice;
- Ensure that a suitable framework is in place to allow for the commissioning of surveys by third party analysts appointed on behalf of the Council;
- To ensure assessments are undertaken to determine the location, condition, and risk presented by all known and suspected ACM's and recorded effectively on the asbestos database;
- Ensure that the asbestos database is populated with sufficient survey information as to allow for the management of asbestos within the Council's property portfolio;
- Ensure that a comprehensive and accurate asbestos register and management plan is in place for all Council properties to which it is the Duty Holder;
- Routinely report to the Responsible Person as to the status of asbestos maintained within the asbestos database, including where any significant changes in risks are identified;
- In line with the CAR 2012, Reg 4, undertake routine management inspections of known ACM's, ensuring any recommendations are reported to the relevant Service Manager;
- Carry out a programme of full management surveys on all stock as required under the CAR 2012. A re-survey period of five years will be undertaken on a priority risk-based approach;
- Ensure refurbishment & demolition surveys are undertaken when advised and appropriate and reported to the relevant service. Where works have been completed, ensure the relevant services provide action returns for the repair, encapsulation or removal of an ACM, which must be retained on the asbestos database;
- Act as the main point of contact for any emergency situations relating to asbestos;
- Ensure all asbestos related incidents are reported to their relevant Service Manager, a member of the Corporate Health and Safety Team and Housing Maintenance Health and Safety Officer;
- Ensure that works are notified to the HSE, where appropriate;
- Provide specialist advice on compliance, in line with all statutory and regulatory guidance;
- Attend the Asbestos Working Group.

4.5 Housing Maintenance Health and Safety Officer must:

- Provide competent advice and guidance to all services in relation to the management of asbestos containing materials;
- Ensure all asbestos related incidents which met the criteria set out in RIDDOR 2013 are reported to the HSE within 14 days;
- Support the Corporate Health and Safety Team in undertaking accident investigations;
- Support the Corporate Health and safety Team in undertaking regular audits of the asbestos management system;
- Attend the Asbestos Working Group.

4. Roles and responsibilities (cont'd)

4.6 Servicing and Compliance Officer must:

- Maintain the Asbestos Management database system;
- Ensure that information uploaded to the database is accessible and available to all relevant employees;
- Liaise with the Asbestos Management Officer and Housing Maintenance Health and Safety Officer to ensure the functionality of the system meets the requirements set out in CAR 2012 and relevant industry guidance;
- Provide system support and administrative support in the data gathering and recording processes;
- Audit data entry to ensure accuracy and quality of input;
- Provide quarterly statistical reports at the Asbestos Working Group;
- Provide statistical reports to the relevant responsible persons when requested;
- Liaise with ICT to ensure systems are functioning correctly and are fit for purpose.

4.7 Service Manager - Housing Maintenance (Operations) must:

- Ensure all employees under their control have sufficient training, experience, knowledge, and skill to undertake their role competently;
- Lead by example on all health and safety matters and encourage a positive safety culture ensuring good communication channels throughout the workforce;
- Ensure that the asbestos register for the property and locations of intended work have been checked prior to commencement of work;
- Ensure that any works involving the repair, encapsulation or removal of asbestos containing materials is undertaken in line with the plan of work and reported back to the Asbestos Management Officer;
- Contact the Asbestos Management Officer where it has been identified that works may disturb asbestos containing materials;
- Ensure all accidents and incidents involving asbestos containing materials are reported to a member of the Corporate Health and Safety Team, Asbestos Management Officer and Housing Maintenance Health and Safety Officer;
- Ensure all contractors are selected in line with the corporate procurement procedures and contractors have demonstrated their competence and training to undertake the work;
- Ensure employees who are required to undertake notifiable non-licensed work (NNLW) undertake medical surveillance every three years.

4. Roles and responsibilities (cont'd)

4.8 Service Manager – Estates and Valuation must:

- Ensure all employees under their control have sufficient training, experience, knowledge, and skill to undertake their role competently;
- Lead by example on all health and safety matters and encourage a positive safety culture ensuring good communication channels throughout the workforce;
- Ensure that the asbestos register for the property and locations of intended work have been checked prior to commencement of work;
- Ensure that any works involving the repair, encapsulation or removal of asbestos containing materials is undertaken in line with the plan of work and reported back to the Asbestos Management Officer;
- Contact the Asbestos Management Officer where it has been identified that works may disturb asbestos containing materials;
- Ensure all accidents and incidents involving asbestos containing materials are reported to a member of the Corporate Health and Safety Team, Asbestos Management Officer and Housing Maintenance Health and Safety Officer;
- Ensure all contractors are selected in line with the corporate procurement procedures and contractors have demonstrated their competence and training to undertake the work;
- Ensure employees who are required to undertake notifiable non-licensed work (NNLW) undertake medical surveillance every three years.

4.9 Service Managers must:

- Ensure all employees under their control have sufficient training, experience, knowledge, and skill to undertake their role competently;
- Lead by example on all health and safety matters and encourage a positive safety culture ensuring good communication channels throughout the workforce;
- Ensure that the asbestos register for the property and locations of intended work have been checked prior to commencement of work;
- Ensure that any works involving the repair, encapsulation or removal of asbestos containing materials is undertaken in line with the plan of works and reported back to the Asbestos Management Officer;
- Contact the Asbestos Management Officer where it has been identified that works may disturb asbestos containing materials;
- Ensure all accidents and incidents involving asbestos containing materials are reported to a member of the Corporate Health and Safety Team, Asbestos Management Officer and Housing Maintenance Health and Safety Officer;
- Ensure all contractors are selected in line with the corporate procurement procedures and contractors have demonstrated their competence and training to undertake the work;
- When required, attend the Asbestos Working Group.

4. Roles and responsibilities (cont'd)

4.10 Line Managers must:

- Ensure all employees under their control have sufficient training, experience, knowledge and skill to undertake their role competently;
- Lead by example on all health and safety matters and encourage a positive safety culture ensuring good communication channels throughout the workforce;
- Contact the Asbestos Management Officer where it has been identified that works may disturb asbestos containing materials;
- Ensure that any works involving the repair, encapsulation or removal of asbestos containing materials is undertaken in line with the plan of works and reported back to the Asbestos Management Officer;
- Ensure all contractors are selected in line with the corporate procurement procedures and asbestos framework;
- Ensure contractors have demonstrated their competence and training to undertake the work;
- Ensure contractors submit suitable and sufficient risk assessments and method statements for any works carried out on asbestos containing materials.

4.11 Corporate Health and Safety Team must:

- Provide competent advice and guidance to all services;
- Carry out investigations into accidents and near misses as necessary, record findings and root causes and provide recommendations for consideration by senior management;
- Undertake periodic audits of the asbestos management system;
- Attend the Asbestos Working Group.

4.12 Employees must:

- Attend any asbestos related training and refresher training as required and identified within their role and risk assessments;
- Follow all risk assessments, safe working procedures, construction phase plan and toolbox talk information and instruction given;
- Follow emergency procedures when identifying unexpected materials during any works;
- Report any materials that have been proven to be, or suspected/presumed to be asbestos containing, that has either deteriorated or been exposed to their line manager immediately;
- Comply fully with any investigation process into incidents relating to confirmed or potential asbestos exposure. Where required complete the necessary incident reporting forms in a timely manner and as per instruction;
- Ensure that the asbestos register for the property and locations of intended work have been checked prior to commencing. This will include ensuring any refurbishment and demolition completion documents are in place where required;
- Ensure that they comply with any stipulated control measures as identified within the risk assessment. This will include the controls set out in the asbestos essential task sheet where being followed;
- Ensure all issued PPE and RPE is used in accordance with the risk assessment, instruction and training given. This includes ensuring safe operation, maintenance and recording as required;
- Attend any health screening appointments as required where undergoing a medical examination;
- Ensure that a dynamic risk assessment is undertaken on each site to ensure their own safety and that of others, including colleagues, contractors, tenants, members of the public etc.

4. Roles and responsibilities (cont'd)

4.13 Contractors must:

- Demonstrate their competence and training required to undertake asbestos related tasks;
- Submit relevant risk assessments and method statements to the relevant line manager or contract administrator prior to work being undertaken;
- Seek asbestos related information from the Council at the planning stage of the work, based on the relevant scope provided. Where it is agreed by the Council that the contractor can source the refurbishment & demolition survey as part of the contract, they must be undertaken in line with the asbestos framework and provided to the asbestos team for review and audit prior to works commencing;
- Ensure that they consider all hazards and risks within the construction phase plan and provide all necessary risk assessments and method statements for review within a timely manner. Any asbestos related works must be fully considered and planned and will be subject to audit by the Asbestos Management Officer;
- Where the construction phase plan and relevant risk assessments identify a task is notifiable licensed work (LW), the contractor must notify the HSE with a minimum of 14 days notification period. They must also provide the Council's Housing Maintenance Asbestos Team with the relevant RAMS, a copy of the notification form and demonstrate the competency of the suitably trained individual(s) who are undertaking the task;
- Where asbestos works require the scrutiny of an asbestos analyst for the purposes of works such as reassurance background air testing, site clearances, further analysis etc., the use of an UKAS accredited analyst from the asbestos framework must be used. This must be commissioned directly by the client and not the principal contractor as a sub-contractor or via the licensed contractor as sub-contractor, to ensure impartiality;
- Make provision for and fully cooperate with any inspections and audits undertaken by the Council's Asbestos Management Officer or an approved analyst, to carry out pre and post removal inspections. Ensuring that any findings or outcomes of the investigations are acted upon where required to ensure best practice;
- Have a suitable emergency procedure in place, which is in line with those controls set out in the Council's emergency procedures.

4.14 Legal Services must:

- Provide appropriate advice and guidance in accordance with the CINP.

4.15 Transport Manager must:

- Procure vehicles for the use of transporting ACMs in line with the specifications provide by the Housing Maintenance (Operations) Service Manager;
- Ensure all fleet vehicles are maintained in line with the MOT and service schedule;
- Ensure all drivers and the workshop is notified in advanced of any upcoming MOT and Service dates.

5. Asbestos Working Group

In order to ensure the Council’s safe and effective management of Asbestos containing materials, the Asbestos Working Group has been implemented. The Asbestos Working Group will act as a group to help those responsible managers effectively manage the risks related to asbestos.

The Asbestos Working Group will be held quarterly with the key aims being: -

- Report and be accountable to the Executive Head of Governance & Housing;
- Discuss all asbestos related accidents/incidents, including the action taken to prevent reoccurrence;
- To ensure consistency of approach to any notifiable and non-notifiable asbestos incidents are investigated and managed appropriately;
- To ensure investigations are discussed and records of any exposures reported and retained in the appropriate locations;
- To ensure appropriate procedures are followed and those affected by any incidents are communicated to consistently and informatively, such as:
 - a) Members of staff;
 - b) Tenants;
 - c) Contractors;
 - d) Members of the public.
- Ensure strategy and plans are implemented within set time frames;
- To ensure periodic reviews of policy, procedures and systems are undertaken. This must include where Regulations/Guidance change dictates or where an incident outcome determines it.

5.1 Membership

Role	Job title
Project Sponsor	<ul style="list-style-type: none"> • Executive Head of Governance & Housing
Group Chair	<ul style="list-style-type: none"> • Service Manager - Housing Maintenance (Asset and Compliance)
Group Champions	<ul style="list-style-type: none"> • Service Manager - Housing Maintenance (Operations) • Service Manager – Estates and Valuation • Service Manager – Waste and Transport
Key Group Officers	<ul style="list-style-type: none"> • Corporate Health and Safety Manager • Corporate Health and Safety Advisor • Asbestos Management Officer • Housing Maintenance Health and Safety Officer • Asset Maintenance Manager • Servicing and Compliance Officer • Civic Buildings and Facilities Manager • Estates and Valuation Manager

6. Training, information and instruction

Training is an integral part of demonstrating competency and ensuring best practice when managing asbestos. The Control of Asbestos Regulations 2012 emphasises the importance of training and sets out expectations.

New Forest District Council has assessed the training requirements of all employees across the Council and created an Asbestos training and competency framework. The framework identifies relevant post holders and covers the level of training and competency as set out below:

Tier	Competency	Accreditation	Assessment
1	Asbestos awareness		E-learning
2	Asbestos awareness	UKATA	Certificate of Attendance
3	Non-licensed HSE Task Essentials	UKATA	Certificate of Attendance
4	Asbestos Management for Supervisors and Managers	UKATA	Certificate of Attendance
5	Asbestos Surveying	BOHS	Certificate of Attendance
6	Asbestos Management	BOHS	Certificate of Attendance
7	Managing Asbestos in Premises	BOHS	Certificate of Attendance

7. Legislation

- Health and Safety at Work etc. Act 1974
- The Management of Health and Safety at Work Regulations 1999
- The Reporting of Injuries, Diseases and Dangerous Occurrences Regulation 2013
- The Control of Asbestos Regulation 2012
- The Housing Act 2004
- Defective Premises Act 1972
- The Hazardous Waste (England and Wales) Regulations 2005

8. Guidance

- HSG 264 Asbestos: The Survey Guide
- HSG247: The Licensed Contractors Guide
- HSG248: The Analysis Guide for Sampling, Analysis and Clearance Procedures
- HSG210: Asbestos Essentials
- HSG53: Respiratory Protection Equipment at Work
- L143: Managing and Working with Asbestos

9. Appendices

Appendix 1 - Person-centred fire risk assessment

Introduction

The Asbestos Working Group will assist the Council in ensuring the safe and effective management of asbestos containing materials. The Asbestos Working Group will act as a group to help those responsible managers effectively manage the risks related to asbestos.

Context

The Asbestos Working Group will be undertaken quarterly and provide relevant managers and employees with:

- A facility to ensure all services are following their legal requirements as outlined under The Control of Asbestos Regulations 2012, Housing Act 2004, Defective Premises Act 1972, Health and Safety at Work Act 1974 and all relevant Council policies, arrangements and procedures;
- A culture of co-operation and trust through listening, gaining a better understanding and collective problem solving;
- A facility to identify potential risks within current on-going projects and future projects.

Timing and process

It is understood that health and safety matters can require immediate action. It is expected that management will undertake such local and timely consultation with the relevant Health and Safety Advisor, Asbestos Management Officer and Housing Maintenance Health and Safety Officer. Subsequently, it is expected that matters with implications and impact for the Service as a whole are brought to the Group at the earliest practicable opportunity.

Matters of wider impact discussed at the Group will be disseminated as early as practicable, identified as actions in the notes of Group meetings.

Functions

The principal function of the Asbestos Working Group will be to:

- Report and be accountable to the Executive Head of Governance & Housing;
- Discuss all asbestos related accident/incidents, including the action taken to prevent reoccurrence;
- Ensure consistency of approach to any notifiable and non-notifiable asbestos incidents are investigated and managed appropriately;
- Ensure investigations are discussed and records of any exposures reported and retained in the appropriate locations;
- Ensure appropriate procedures are followed and those effected by any incidents are communicated to consistently and informatively, such as:
 - a) members of staff;
 - b) tenants;
 - c) contractors;
 - d) members of the public.

9. Appendices (cont'd)

Membership

Role	Job title
Project Sponsor	<ul style="list-style-type: none"> Executive Head of Governance & Housing
Group Chair	<ul style="list-style-type: none"> Service Manager - Housing Maintenance (Asset and Compliance)
Group Champions	<ul style="list-style-type: none"> Service Manager - Housing Maintenance (Operations) Service Manager – Estates and Valuation Service Manager – Waste and Transport
Key Group Officers	<ul style="list-style-type: none"> Corporate Health and Safety Manager Corporate Health and Safety Advisor Asbestos Management Officer Housing Maintenance Health and Safety Officer Asset Maintenance Manager Servicing and Compliance Officer Civic Buildings and Facilities Manager Estates and Valuation Manager

Operation of the Group

The Group Chair will chair each Asbestos Working Group, in the unlikely circumstance that the Group Chair is unable to attend then the Service Manager - Housing Maintenance (Operations) will take on this responsibility.

For the meeting to be held, at least one responsible Group champion must attend, additional at least one of the Asbestos Management Officer or Housing Maintenance Health and Safety Officer must attend.

In the unlikely event that the Asbestos Management Officer, Housing Maintenance Health and Safety Officer, Service Manager - Housing Maintenance (Asset and Compliance) and Service Manager - Housing Maintenance (Operations) are unable to attend the meeting, the Asbestos Working Group should be postponed until all relevant persons can attend.

Documents

- Minutes must be recorded and made available as soon as possible after their completion;
- Accident statistics will be circulated by a member of the Corporate Health and Safety Team 1 week prior to meeting;
- The agenda and any specific papers for the Asbestos Working Group must be communicated 1 week before the meeting;
- All members of the Group are expected to read any specific papers prior to the meeting.

Agenda



Distribution	
Present	
Minutes	
Apologies	
Chairperson	

1. Introduction and welcome	Action
2. Previous minutes review	
All comments listed under updates	
3. Health and Safety Monitoring	
3.1. Accident/Incident Report observations	
3.2. Accident Investigations	
4. Procedures	
5. Site inspections	
6. On-going projects	
7. Training	
8. AOB	

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Corporate control of contractors policy

2021

Document history

Name of policy	Corporate Control of Contractors Policy
Purpose of policy	Sets out clear roles and responsibilities in order for the Council to meet its legal obligation under The Construction, Design and Management (CDM) Regulations 2015, The Health and Safety at Work etc Act 1974 and all other associated legislation.
Policy applies to	The policy and subsequent arrangements apply to all Council services using external contractors to undertake works on behalf of New Forest District Council.
First issued	February 2006
Latest update	August 2021
Update overview	<ul style="list-style-type: none">August 2021, updates to structure of service arrangements, roles and responsibilities and guidance notes, updated into new policy template.

Contents

p.4	1. Policy
p.5	2. Legislative and regulatory context
p.6	3. Definitions
p.7	4. Roles and responsibilities
p.11	5. Procurement of contractors
p.12	6. Pre-construction phase
p.15	7. Construction phase
p.17	8. Handover
p.18	9. Non-construction works
p.19	10. Contractor incident notification protocol
p.20	11. CDM Working Group
p.21	12. Training
p.22	13. Legislation
p.23	14. Guidance
p.24	15. Appendices
p.28	Agenda

1. Policy

1.1 Introduction

New Forest District Council ('the Council') has a duty to ensure compliance with the Construction, Design and Management Regulations (CDM) 2015, The Health and Safety at Work etc. Act 1974 and other associated legislation for all construction projects it undertakes. The Council also has a duty to ensure so far as is reasonably practicable, the health, safety and welfare of its staff, members of the public and any contractors working on their behalf, this also includes non-construction related contractors. This policy sets out clear roles and responsibilities to ensure all construction projects involving one or more external contractors, and the management of non-construction related contractors.

1.2 Scope

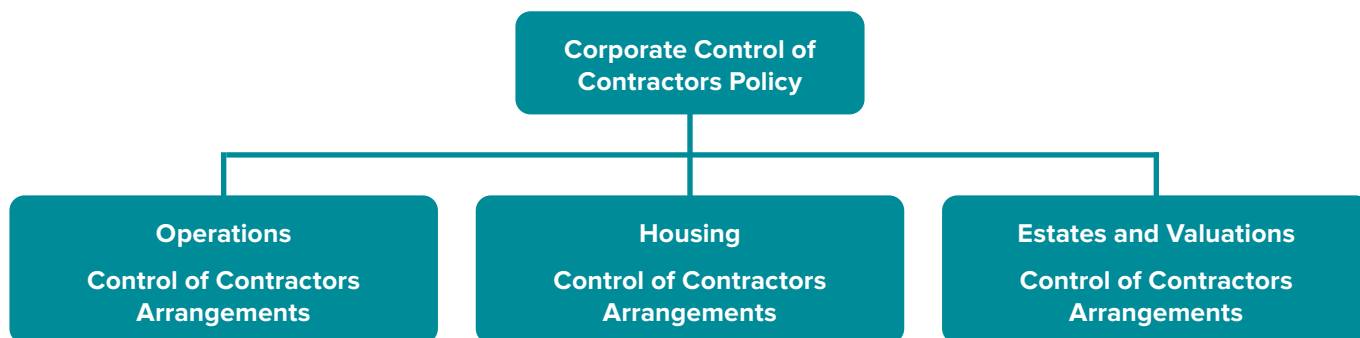
This policy applies to:

- All managers who are responsible for engaging contractors and service providers.
- All employees of New Forest District Council.
- All contractors and service providers working on behalf of the Council.

1.3 The Standard Operating Procedures for CDM

In order for the Council to meet its legal duties as identified under The Construction, Design and Management (CDM) Regulations 2015. All services who undertake construction projects with one or more external contractors must produce service specific arrangements, these arrangements must set out specific procedures that must be followed and detail clear roles and responsibilities.

All arrangements must as a minimum meet the requirements set out in this policy and take the form of standard operating procedures, including guidance for responsible managers and employees working in each service. The below hierarchy sets out those specific service arrangements and Management System.



2. Legislative and regulatory context

2.1 The Construction (Design and Management) Regulations 2015

New Forest District Council acknowledges and accepts its responsibilities under this current construction related legislation and will proceed with due diligence to address these by the provision of suitable, sufficient and risk appropriate controls to reduce the risks presented by construction activities to as low a level as is reasonably practicable.

2.2 The Health and Safety at Work etc. Act 1974

The Health and Safety at Work etc Act 1974 is the primary piece of legislation covering occupational health and safety in Great Britain. This piece of legislation sets out the general duties which employers have towards employees and members of the public, employees have to themselves and to each other and certain self-employed have towards themselves and others. New Forest District Council acknowledges and accepts its responsibilities under The Health and Safety at Work etc. Act 1974 and will ensure to control all risks to its employees, contractors and those who may be affected by the work they undertake are controlled to as low as is reasonably practicable.

3. Definitions

Term	Definition
Asbestos register	The Council's online asbestos management database.
Client (construction)	A client is anyone for whom a construction project is carried out.
Client (non-construction)	The member of staff who is held responsible, on behalf of the client service, for a contract, services, or goods.
Client representative	The member of staff who has been delegated the Client responsibilities under CDM 2015 by the relevant Service Manager or Executive Head.
Competent	Someone who has sufficient training and experience or knowledge.
Construction	<p>The carrying out of any building, civil engineering or engineering construction work and includes:</p> <ul style="list-style-type: none"> (a) the construction, alteration, conversion, fitting out, commissioning, renovation, repair, upkeep, redecoration or other maintenance (including cleaning which involves the use of water or an abrasive at high pressure, or the use of corrosive toxic substances), de-commissioning, demolition or dismantling of a structure; (b) the preparation for an intended structure, including site clearance, exploration, investigation (but not site survey) and excavation (but not pre-construction archaeological investigations), and clearance or preparation of the site or structure for use or occupation at its conclusion; (c) the assembly on site of prefabricated elements to form a structure or the such disassembly, formed a structure; (d) the removal of a structure, or of any product or waste resulting from demolition or dismantling of a structure, or from disassembly formed such a structure; (e) the installation, commissioning, maintenance, repair or removal of mechanical, electrical, gas compressed air, hydraulic, telecommunication, computer or similar services which are normally fixed within or to a structure.
Contractor	Anyone who is commissioned by written or verbal contract or instruction to supply goods, services or undertake work for the Council, but is not a Council employee.
Contractor Incident Notification Protocol	<p>Breaches in health and safety legislation and safety standards must not be ignored. The contractor incident notification protocol has been implemented should breaches in legislation or poor health and safety practices be observed during a site inspection. Contractor Incident Notification Protocol (CINP) must be followed.</p> <p>Abbreviated to CINP</p>
Design	Includes drawings, design details, specifications and bills of quantities (including specification of articles or substances) relating to a structure, and calculations prepared for the purpose of design.
Designer	<p>Means any person (including a client, contractor or other person referred to in this policy) who is in the course or furtherance of a business.</p> <ul style="list-style-type: none"> (a) prepares or modifies a design; or (b) arranges for, or instructs, any person under their control to do so.
Suitable and sufficient	Suitable for the level and complexities of the project.

4. Roles and responsibilities

4.1 Executive Management Team (EMT) must:

- Ensure suitable resources and time is available to all staff involved with the management of construction projects;
- Ensure all employees under their control have sufficient training, experience, knowledge and skill to undertake their role competently;
- Commission all contracts in accordance with the Council's Procurement procedures and protocols;
- When appropriate, assist Service Managers in following the CINP;
- Lead by example on all health and safety matters and encourage a positive safety culture ensuring good communication channels throughout the workforce.

4.2 Service Managers must:

- Ensure all employees under their control have sufficient training, experience knowledge and skill to undertake their role competently;
- Commission all contracts in accordance with the Council's Procurement procedures and protocols;
- Ensure all construction works are carried out in compliance with the CDM Regulations, and other Regulation as applicable;
- Ensure robust control of contractor arrangements are in place and communicated to all their employees;
- Ensure suitable resources and time is available to all staff involved with the management of construction projects;
- Regularly monitor the health and safety performance of their staff under their control;
- When appropriate, ensure the CINP is followed;
- Attend the CDM Working Group where identified or requested to;
- Ensure their service has adequate professional advice to enable them to comply with the legal expected standards applicable to the project;
- Ensure all contractor incident and accidents are reported and investigated when appropriate.

4. Roles and responsibilities (cont'd)

4.3 Client representative must:

- Ensure all Services who may be affected by a project are consulted with when creating a project specification;
- Commission all contracts in accordance with the Council's Procurement procedures and protocols;
- Ensure all designers and contractors have the appropriate skills, knowledge, and experience to undertake their role competently;
- Make suitable arrangements for managing a project and ensure those arrangements are maintained and reviewed throughout the project;
- Ensure a principal designer and principal contractor have been appointed in writing where there is more than one contractor, or it is reasonably foreseeable that more than one contractor will be working on the project at any time;
- Cooperate with any other person working on or in relation to a project;
- Ensure that all construction work can be carried out, so far as is reasonably practicable, without risks to health or safety of any person affected by the project;
- Provide pre-construction information to all designers and contractors appointed or being considered for appointment;
- Ensure a suitable and sufficient construction phase plan is drawn up by the principal contractor or by the contractor where there is only one contractor;
- Ensure the principal designer prepares a health and safety file when appropriate;
- Ensure all duty holders comply with their duties under The Construction, Design and Management Regulations 2015;
- Take on the duties of the Client under The Construction, Design and Management Regulations 2015;
- Ensure suitable welfare facilities are available throughout the construction phase;
- Ensure an F10 notification of construction project notice is completed for all notifiable projects;
- Ensure that an up to date F10 notice is displayed in the construction site office;
- Ensure all contractor incidents and accidents are reported to a member of the Corporate Health and Safety Team;
- Attend the CDM Working Group when requested to;
- When appropriate, ensure the CINP is followed.

4.4 Principal designer must:

- Plan, manage and monitor the pre-construction phase and coordinate matters relating to health and safety during the pre-construction phase;
- Ensure all designers comply with their duties under The Construction, Design and Management Regulations 2015;
- Assist the client in preparing the pre-construction information during the pre-construction phase;
- Liaise with the principal contractor for the duration of the project;
- Ensure that the principal contractor has prepared a suitable and sufficient construction phase plan prior to the construction phase beginning;
- Prepare the health and safety file;
- Take into account the general principles of prevention and pre-construction information when preparing or modifying designs.

4. Roles and responsibilities (cont'd)

4.5 Designer must:

- Take into account the general principles of prevention and pre-construction information when preparing or modifying designs;
- Eliminate, so far as is reasonably practicable, foreseeable risks to health and safety of any person when preparing or modifying designs;
- Take all reasonable steps to provide with the design, sufficient information about the design, construction or maintenance of the structure, to adequately assist the client, other designers and contractors to comply with their duties under The Construction, Design, Management Regulations 2015.

4.6 Principal contractor must:

- Plan, manage and monitor the construction phase;
- Take into account the general principles of prevention;
- Ensure that, as far as is reasonably practicable, construction work is carried out without risks to health and safety;
- Organise and cooperate with contractors and sub-contractors for the duration of the project;
- During the pre-construction phase, ensure a suitable and sufficient Construction Phase plan is drawn up and shared with the relevant persons;
- Ensure all contractors and sub-contractors follow the Construction Phase Plan;
- Ensure a suitable and sufficient site induction is provided;
- Ensure suitable and sufficient welfare facilities are provided for the duration of the project;
- Provide the principal Designer with any information in their possession relevant to the project;
- Ensure the health and safety file is appropriately reviewed, updated and revised from time to time to take account of the work and any changes that have occurred, when the health and safety file is passed to the Principal Contractor;
- Ensure that all contractors and sub-contractors are competent to undertake their work.

4.7 Contractor must:

- Ensure all construction work is carried out in line with the relevant risk assessments and method statements;
- Familiarise themselves with the Construction Phase Plan;
- Follow the site rules at all times;
- Report all accidents and incidents to the site manager;
- Ensure that, so far as is reasonably practicable, construction work is carried out without risk to health and safety.

4.8 Line Managers must:

- Ensure suitable and sufficient health and safety arrangements are in place for all works and services being carried out on behalf of the Council;
- Ensure suitable and sufficient risk assessments and method statements are submitted by contractors at the earliest opportunity;
- Where appropriate, provide contractors with information on potential hazards faced;
- Undertake regular monitoring of contractor health and safety performance.

4. Roles and responsibilities (cont'd)

4.9 Procurement must:

- Provide competent advice and guidance to all employees in relation to the procurement of contractors and services.

4.10 Corporate Health and Safety must:

- Provide competent advice and guidance to relevant Council Services;
- Carry out investigations into accidents and near misses as necessary, record findings and root causes and provide recommendations for consideration by management;
- Attend the CDM Working Group;
- Present a quarterly accident/incident report at the CDM Working Group.

4.11 Housing Maintenance Health and Safety Officer must:

- Provide competent advice and guidance to Housing Maintenance employees and Client Representatives;
- Carry out investigations into accidents and near misses as necessary, record findings and root causes and provide recommendations for consideration by management for all Housing Maintenance projects.

4.12 Asbestos Office Manager must:

- Provide competent advice and guidance to all services in relation to asbestos containing materials;
- Provide suitable and sufficient information on asbestos containing materials within Council properties including its location, type and condition when requested to;
- Ensure refurbishment and demolition surveys are undertaken when appropriate and findings are reported to the relevant services;
- When works have been completed, ensure that relevant services provide action returns for the repair, encapsulation or removal of an ACM, which must be retained on the asbestos database;
- When appropriate, ensure notifiable works are notified to the HSE;
- Carry out investigations into all asbestos related accidents and near misses, record findings, root causes and provide recommendations for consideration by management.

4.13 Legal services must:

- Provide appropriate advice and guidance in accordance with the CINP.

5. Procurement of contractors

Service Managers are responsible for ensuring all contractors and sub-contractors working on behalf of the Council are competent to undertake their work.

In order to ensure contractors are competent to undertake their work, Service Managers must ensure contractors have been appropriately vetted at the earliest opportunity. Vetting requirements must be in proportion to the level of risk of the contract.

As a minimum all contractors must submit method of work statements and site-specific risk assessments, employer's liability insurance and public liability insurance verification, relevant training certification and a copy of their health and safety policy (if appropriate).

For all contracts with a value of over £25k, Service Managers must follow the relevant procurement procedures. For contracts valued over £25k, contractors will be asked to provide further information, this includes appropriate third-party accreditation. The Council offers a flexible approach and recognises organisations registered under the SSIP safety schemes.

Service Managers completing the Gateway documents must also provide appropriate information on the risk relating to the contract, specific information on health and safety arrangements and details on how contractors performance will be monitored throughout its duration, including information on the established KPIs.

6. Pre-construction phase

6.1 The Client's Brief

The Client Representative must make suitable arrangements to ensure that health, safety and welfare matters are appropriately managed throughout the project.

At the earliest opportunity the Client Representative should undertake a Client's Brief with all relevant parties. The Client's Brief may take the form of a verbal discussion however for more complex projects it should be recorded. The Client's Brief should include the following:

- The main function and operational requirements of the finished project;
- Outline the motivation for beginning the project;
- Establish points of contact and key stakeholders;
- Set a realistic timeframe and budget;
- Give expectations of the project, including how health and safety risks should be managed.

6.2 Project Arrangements

The Client Representative is responsible for making suitable arrangements to ensure that, throughout the planning, design and construction of a project, adequate consideration is given to health, safety and welfare of all those effected and involved in the construction work.

The project arrangements must be in proportion to the complexity and level of risk of the project. They must also enable all duty holders to carry out their work without risk to themselves or anyone effected by their work. All project arrangements must be recorded and should include:

- Requirements on how the project is to be run, taking into account any risks to the public and other members of staff who may be effected by the works;
- Explain the necessary capabilities of designers and contractors for the work they are required to do;
- Allocate sufficient time and resources to the project;
- Ensure suitable and sufficient welfare facilities are available prior to the construction phase beginning.

For more complex and high-risk projects, the project arrangements should also include:

- What is expected of the design team to ensure health, safety and welfare matters during the construction phase and when maintaining and using the building once built;
- The process for ensuring all designers and contractors are adequately trained and have the right skills and experience in managing health and safety effectively;
- The arrangements for monitoring the performance of all contractors;
- The arrangements for progress meetings to ensuring the project runs in line with expectations and all legal requirements are met;
- The format for the health and safety file and any additional building manuals for occupants.

6.3 Selecting Duty Holders

If more than one contractor will be working on a project, the Client has a legal requirement to appoint a Principal Designer and Principal Contractor in writing. Therefore, the Client Representative must appoint, in writing, a Principal Designer and Principal Contractor to all projects where one or more contractors will be working on the project at any time. Appointment letter templates set out in Appendix 1.

The procurement procedures outlined under section 3 must be followed to ensure contractors have the appropriate competencies to undertake their duties.

6. Pre-construction phase (cont'd)

6.4 Notifiable projects

Projects that are expected to last longer than 30 working days and have more than 20 workers working on the project at any time, or where the project exceeds 500 person days, the Client Representative must notify the HSE of the project.

This must be done by completing the F10 notification form on the HSE website.

6.5 Pre-Construction Information

As soon as is reasonably practicable the Client Representative must provide designers and contractors with the appropriate Pre-construction information, this information should include:

- Details of the project including key dates of construction;
- Information in any existing health and safety file;
- Information on all asbestos containing materials;
- Health and safety hazards from the design and construction work.
- Operational health and safety hazards such as the collection of household waste, fire evacuation and access for disabled employees and members of the public.

The Principal Designer must assist the Client Representative in obtaining and communicating the pre-construction information to all designers and contractors.

The pre-construction information should be detailed and recorded in proportion to the complexity and level of risk associated with the project.

6.6 Communication and co-operation

Communication and co-operation between all duty holders is a key aspect in ensuring projects are undertaken safely. Under the CDM Regulations, all duty holders have a responsibility to co-operate and coordinate with each other, this means working with each other to ensure health and safety for those concerned is effectively managed.

For low risk and less complex projects involving one or more contractors this may be regular informal meetings. However, for higher risk and more complex projects more formal arrangements must be agreed and implemented during the pre-construction phase. Minutes of formal project meetings should be recorded and saved in the relevant project folders.

Effective communication and co-operation between different organisations and members of the public, where the work is in close proximity or on the same site, is a key part of effective health and safety management. Duty holders must ensure regular updates are provided to members of the public or organisations in close proximity or who may be affected by the work.

6. Pre-construction phase (cont'd)

6.7 Health and Safety File

For projects involving more than one contractor it is the responsibility of the Principal Designer to prepare, review and update the health and safety file as the project progresses. If the Principal Designer's appointment finishes prior to the completion of the project, the file must be passed to the Principal Contractor to maintain.

The health and safety file must contain relevant information about the project which should be taken into account when the construction work is carried out on the building after the current project has finished.

The health and safety file should include the following:

- A brief description of the work carried out;
- Information on any hazard that has not been eliminated through the design or construction process;
- Key structural principles, for example the safe working loads of floors and roofs;
- Any hazardous materials used;
- Information regarding the removal or dismantling of installed plant and equipment;
- Health and safety information about equipment provided for cleaning or maintaining the structure;
- The nature, location and marking of significant services including, gas supplies, firefighting services and underground cables;
- Information and as-built drawings of the building, its plant and equipment, the means of safe access to and from service voids, the position of fire doors etc;
- The health and safety file must be passed to the Client Representative when the project finishes.

7. Construction phase

For projects with more than one contractor, the Principal Contractor is responsible for planning, managing and monitoring the construction phase of the project. The Client Representative must ensure a competent Principal Contractor is appointed in writing during the pre-construction phase.

7.1 Construction Phase Plan

Prior to the start of the construction phase the Client Representative must ensure a suitable and sufficient construction phase plan is drawn up. For projects involving just one contractor it is the contractor's responsibility to draw up the construction phase plan. For projects involving more than one contractor it is the responsibility of the Principal Contractor.

The construction phase plan must set out the arrangements for the management of health and safety throughout the construction phase. The construction phase plan must also include the site rules and where relevant, specific measures concerning work that falls within one or more of the categories listed in schedule three of The Construction (Design, Management) Regulations 2015.

The specific detail outlined within the construction phase plan should be in proportion to the level of risk and complexity of the project.

The following topics should be included within the construction phase plan:-

- A description of the project such as key dates and details of key members of the project team;
- The health and safety aims for the project;
- Arrangements to ensure cooperation between the project team and coordination of their work;
- Information on site inductions;
- Information on welfare facilities;
- Fire and emergency procedures;
- The control of any specific site risks listed in schedule 3, where they are relevant to the work.

7.2 Monitoring the Construction Phase

The Client Representative is responsible for ensuring all duty holders comply with duties under the CDM Regulations 2015. To ensure health and safety is being appropriately managed on site, the Client Representative must make suitable arrangements for monitoring contractors during the construction phase. Arrangements for monitoring should be established at the earliest opportunity. When significant health and safety concerns or breaches are identified, the Client Representative must follow the Contractor Incident Notification Protocol (CINP) and ensure appropriate action is taken.

7.3 Accident and Incident Reporting

The Principal Contractor and Contractors must ensure all accidents and incidents are reported to the Client Representative as soon as possible. The Client Representative must ensure all incidents and accidents are reported to the relevant Corporate Health and Safety Advisor / Housing Maintenance Health and Safety Officer.

It is the responsibility of the Principal Contractor to ensure appropriate action is taken as a result of any incidents/accidents. However, when appropriate the relevant health and safety advisor/officer must undertake a full accident investigation. Accident investigation reports and findings must be passed to the relevant Service Manager and Client Representative.

The Corporate Health and Safety Team must present a quarterly accident/incident report and any findings from accident investigations at the CDM Working Group.

7. Construction phase (cont'd)

7.4 Securing the Site

The Principal Contractor must take reasonable steps to prevent unauthorised access to the site. Duty holders must ensure operational requirements are also allowed to continue, such as household waste collection, without placing members of the public at harm.

Site boundaries must be clearly marked out using means depending on the risk, such as signage and fencing. Site plans and boundary plans must be communicated to surrounding residents and organisations which may be affected by the work.

7.5 Risks identified under Schedule 3

Under schedule 3 of The Construction (Design and Management) Regulations 2015, the following risks are identified:

1. Work which puts workers at risk of burial under earthfall, engulfment in swampland or falling from height, where the risk is particularly aggravated by the nature of the work or process use or by environment at the place of work or site;
2. Work which puts workers at risk from chemical or biological substances consisting at particular danger to the health or safety of workers or involving a legal requirement for health monitoring;
3. Work with ionizing radiation requiring the designation of controlled or supervised areas under regulation 16 of the Ionising Radiation Regulation 1999;
4. Work near high voltage power lines;
5. Work exposing workers to the risk of drowning;
6. Work on wells, underground earthworks and tunnels;
7. Work carried out by divers having a system of air supply;
8. Work carried out by workers in caissons with a compressed air atmosphere;
9. Work involving the use of explosives;
10. Work involving the assembly or dismantling of heavy prefabricated components

8. Handover

The arrangements for the handover of the project should be agreed at the earliest opportunity. During the handover the Client Representative should be provided with the following, where appropriate:

- The Health and Safety file;
- The building operational and maintenance manuals;
- As built drawings;
- Building user guides and manuals;
- Compliance certificates and documents;
- Guarantees and warranties;
- Keys, fobs, security codes etc.

Before the formal handover of the project, the Client Representative or appointed person should undertake an inspection of the site to ensure the project specification has been met. This inspection should be formally recorded and include any snagging.

9. Non-construction works

The Council has a legal and moral duty to ensure, so far as is reasonably practicable, the health, safety and welfare of their employees, other people at work on their site and members of the public who may be effected by the work. This duty also extends to contractors who are undertaking work on behalf of the Council.

9.1 Management of Contractors

No matter how small the job, or how fast it needs to be completed, health and safety must be considered. In order to effectively manage contractors and hazards the following must be considered:

1. Planning: Define the job;
Identify the hazards; Assess the risks;
Eliminate and reduce the risks identified; Contractor monitoring arrangements;
Contractor risk assessments and method statements.
2. Working on Site:
Are contractors required to sign in and out of site? Name of contractors who will be attending site?
Has the appropriate access been provided?
3. Monitoring:
Ensure contractors are following all control measures outlined within risk assessments and method statements;
Check the work has been completed to the agreed standard.

9.2 Risk Assessments and Method Statements

Under The Management of Health and Safety at Work Regulations 1999, contractors have a responsibility to undertake a suitable and sufficient risk assessment of the work they undertake. Their risk assessment and method statements should fit in with your own, when appropriate.

In order for contractors to prepare a suitable and sufficient risk assessment the relevant Line Manager must provide contractors with information about the job, hazards, persons effective etc.

Under the Management Regulations employers with 5 or more employees must record the significant findings of any risk assessment. In order to ensure all hazards are controlled to as far as is reasonably practicable all contractors undertaking work for, or on behalf of the Council must provide a written record of their risk assessment for the work.

When appropriate the relevant Line Manager should provide support to smaller contractors (those with less than 5 employees). All contractor risk assessments and method statements must be reviewed by the relevant Line Manager. Line Managers should contact a member of the Corporate Health and Safety Team for further advice and guidance if required.

10. Contractor incident notification protocol

The Council has a legal duty to ensure that the Principal Contractor complies with their legal duties under the CDM Regulations. Therefore, it is the responsibility of the Client Representative managing the project to make suitable arrangements to regularly monitor contractor's health and safety practices onsite.

Breaches in health and safety legislation and safety standards must not be ignored. If breaches in legislation or poor health and safety practices are observed during a site inspection the Contractor Incident Notification Protocol (CINP) must be followed.

If the Client Representative becomes aware of any incident raised during a site visit the flowchart set out in Appendix 2 must be followed.

All action/potential action taken by a Client Representative under the CINP must be reported to the CDM Working Group for further consultation.

11. CDM Working Group

The CDM Working Group will fulfil the requirements of consultation on health, safety and welfare as laid down in the relevant legislation and regulation. It will also act as a group to help those responsible managers to effectively manage construction projects and contractors in relation to health and safety policies, procedures, and practices.

The CDM Working Group will be undertaken quarterly and provide the relevant managers and employees with:-

- A facility to ensure all services are following their legal requirements as outlined under The Construction, Design and Management Regulations (CDM) 2015 and all relevant Council policies, arrangements and procedures;
- A culture of co-operation and trust through listening, gaining a better understanding and collective problem solving;
- A facility to consult on ongoing health and safety concerns and issues with contractors;
- A facility to identify potential risks within current on-going projects and future projects.

The principle functions of the Group are to:-

- Consider and comment on the introduction of any measures, initiatives, equipment or process which may substantially affect the health, safety or welfare of employees, public or contractors;
- Develop measures, procedures and information to eliminate reduce, isolate and control risk;
- Plan and organise health and safety training;
- Monitor service compliance with health and safety legislation and industry standards;
- Monitor and provide statistical analysis of contractor incidents;
- Present accident investigation reports and findings;
- Consider all safety issues raised by both employee and employer side and take action as appropriate;
- Provide regular updates to project sponsors.

11.1 Membership

Role	Job title
Project Sponsor	<ul style="list-style-type: none"> • Executive Head of Operations • Executive Head of Governance & Housing • Head of Finance, Chief Executives
Group Champions	<ul style="list-style-type: none"> • Service Manager - Housing Maintenance (Operations) • Service Manager - Housing Maintenance (Asset and Compliance) • Service Manager - Coastal • Service Manager - Estates and Valuations • Service Manager - Waste and Transport
Key Group Officers	<ul style="list-style-type: none"> • Corporate Health and Safety Manager • Corporate Health and Safety Advisor • Asbestos Management Officer • Housing Maintenance Health and Safety Officer • Asset Maintenance Manager • Civic Buildings and Facilities Manager • Estates and Valuation Manager
Supporting Officers	<ul style="list-style-type: none"> • Contract Relationship Officer - Procurement

12. Training

The Executive Management Team are responsible for ensuring all staff under their control have sufficient training, experience, knowledge, and skill to undertake their roles competently.

As a minimum all employees who have responsibilities under this policy must attend a toolbox talk outlining their responsibilities in this policy and any associated arrangements.

Employees with greater responsibilities such as Service Managers, Line Managers and Client Representatives should attend additional CDM specific training to ensure they are competent to undertake their role.

Training should include:-

- Overview of the CDM Regulations;
- Client responsibilities under CDM 2015;
- Principal Designer responsibilities under CDM 2015;
- Risk assessments and method statements.

All training records, including toolbox talks must be recorded.

13. Legislation

- The Construction (Design and Management) Regulations 2015
- Health and Safety at Work etc. Act 1974
- The Management of Health and Safety at Work Regulations 1999
- The Reporting of Injuries, Diseases and Dangerous Occurrences Regulation 2013
- The Control of Substances Hazardous to Health Regulation 2002
- The Provision and Use of Work Equipment Regulations 1998
- The Control of Asbestos Regulation 2012
- The Manual Handling Operations Regulations 1992
- The Work at Height Regulations 2005

14. Guidance

- L153 – Managing health and safety in construction
- 1NDG411 – A short guide for clients on the CDM regulation 2015
- Citb - webpages
- HSE CDM webpages
- HSG159 – Managing Contractors

15. Appendices

Appendix 1 - Duty holder appointment letter templates

Appointment of Principal Contractor Under the CDM Regulation 2015

Dear xxx

In accordance with the requirements of Regulation 5(1) of The Construction, Design and Management Regulation 2015, in my role of Client, on behalf of New Forest District Council, I hereby appoint **name of organisation** as Principal Contractor for the **name of project and site location**.

Would you please acknowledge receipt of this Letter of Appointment?

Signed

Client Representative

Appointment of Principal Designer Under the CDM Regulation 2015

Dear xxx

In accordance with the requirements of Regulation 5(1) of The Construction, Design and Management Regulation 2015, in my role of Client, on behalf of New Forest District Council, I hereby appoint **name of organisation** as Principal Designer for the **name of project and site location**.

Would you please acknowledge receipt of this Letter of Appointment?

Signed

Client Representative

15. Appendices (cont'd)

Appendix 2 - CINP flowchart

The Council has a legal duty to ensure that the Principal Contractor complies with their legal duties under the CDM regulations. Therefore, it is the responsibility of the Client Representative managing the project to make arrangements to regular monitor contractors health and safety practices onsite.

Breaches in health and safety legislation and safety standards must not be ignored. If breaches in legislation or poor health and safety practices are observed during a site inspection the Contractor Incident Protocol must be followed.

If the Client Representative becomes aware of any incident raised during a site visit the following process must be followed.



Actions arising from formal meetings

- Increase health and safety monitoring visits
- Improvement plan to improve health and safety performance of contractor
- Increase site management (contractor)
- Increasing the frequency in meetings with the contractor and client
- Termination of Contract

Decisions to terminate a contract will be made in consultation with the relevant Service Manager/s, Procurement and the Service Manager for Legal Services.

15. Appendices (cont'd)

Appendix 3 - CDM Working Group terms of reference

Introduction

The CDM Working Group will assist the Council in ensuring the safe and effective management of construction work activities. The CDM Working Group will act as a group to help those responsible managers effectively manage the risks related to construction work activities.

Context

The CDM Working Group will be undertaken quarterly and provide relevant managers and employees with:

- A facility to ensure all services are following their legal requirements as outlined under The Construction, Design and Management Regulations 2015, Health and Safety at Work Act 1974 and all relevant council policies, arrangements and procedures;
- A culture of co-operation and trust through listening, gaining a better understanding and collective problem solving;
- A facility to identify potential risks within current on-going projects and future projects.

Timing and process

It is understood that health and safety matters can require immediate action. It is expected that management will undertake such local and timely consultation with the relevant Health and Safety Advisor, Asbestos Management Officer and Housing Maintenance Health and Safety Officer. Subsequently, it is expected that matters with implications and impact for the Service as a whole are brought to the Group at the earliest practicable opportunity.

Matters of wider impact discussed at the Group will be disseminated as early as practicable, identified as actions in the notes of Group meetings.

Functions

The principal function of the CDM Working Group will be to:

- Report and be accountable to the Executive Management Team.
- Discuss all construction project related accident/incidents, including the action taken to prevent reoccurrence.
- Ensure consistency of approach to any notifiable and non-notifiable construction project related incidents and that they are investigated and managed appropriately.
- Ensure appropriate procedures are followed and those effected by any incidents are communicated to consistently and informatively, such as:
 - a) members of staff
 - b) tenants
 - c) contractors
 - d) members of the public

15. Appendices (cont'd)

Membership

Role	Job title
Project Sponsor	<ul style="list-style-type: none"> Executive Head of Operations Executive Head of Governance & Housing Head of Finance, Chief Executives
Group Champions	<ul style="list-style-type: none"> Service Manager - Housing Maintenance (Operations) Service Manager - Housing Maintenance (Asset and Compliance) Service Manager - Coastal Service Manager - Estates and Valuations Service Manager - Waste and Transport
Key Group Officers	<ul style="list-style-type: none"> Corporate Health and Safety Manager Corporate Health and Safety Advisor Asbestos Management Officer Housing Maintenance Health and Safety Officer Asset Maintenance Manager Civic Buildings and Facilities Manager Estates and Valuation Manager
Supporting Officers	<ul style="list-style-type: none"> Contract Relationship Officer - Procurement

Operation of the Group

The chairman of each meeting will be one of the relevant Group Champions as identified above.

For the meeting to be held, at least one responsible employee from each service identified must attend, additionally at least one competent Health and Safety Advisor/Officer must attend.

In the unlikely event one or more employees from responsible services are unable to attend the Group, all Group Champions must decide whether the CDM Working Group should be postponed until all relevant persons can attend.

Documents

- Minutes must be recorded and made available as soon as possible after their completion.
- Accident statistics will be circulated by a member of the Corporate Health and Safety Team 1 week prior to the meeting.
- The agenda and any specific papers for the CDM Working Group must be communicated 1 week before the meeting.
- All members of the Group are expected to read any specific papers prior to the meeting.

Agenda



Distribution	
Present	
Minutes	
Apologies	
Chairperson	

1. Introduction and welcome	Action
2. Previous minutes review	
All comments listed under updates	
3. Health and Safety Monitoring	
3.1. Accident/Incident Report observations	
3.2. Accident Investigations	
4. Procedures	
5. Site inspections	
6. On-going projects	
7. Training	
8. AOB	

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CABINET – 6 OCTOBER 2021

**PORTFOLIOS: ENVIRONMENT AND
COASTAL SERVICES, PEOPLE AND
PLACES, FINANCE, INVESTMENT AND
CORPORATE SERVICE**

NEW OPERATIONAL SERVICES ICT SYSTEM

1. RECOMMENDATIONS

- 1.1 That the Cabinet agrees funding for improvements to the ICT system(s) supporting Operations.

2. INTRODUCTION

- 2.1 The operations, grounds and street scene services require investment in ICT to improve customer services, and to allow better reporting of issues resulting in smoother response and communication back to customers. The new system will also improve the efficiency of back-office tasks and processes. In addition, improved ICT will set down firm foundations for wider service improvement in the coming years.

3. BACKGROUND

- 3.1 As part of the council's current ICT strategy, we have developed an approach of simplifying and standardising applications and systems, in line with industry best practice and for ease of integration with other Council systems. The operations service is out of line with the strategy for ICT, using dated bespoke stand-alone systems that need replacing to ensure services are delivered in the most efficient and effective way.
- 3.2 The current use of dated, inefficient systems and processes causes daily issues for customers and staff, who deal with delays, duplications, and a lack of joined up information. This is especially apparent in areas such as missed bins, tackling recycling contamination and responding to reports of fly-tipping. There is an over-reliance on "local knowledge" rather than accurate and mobile technology which would improve service accuracy and reduce negative customer contact.
- 3.3 A continued lack of suitable technology will be a substantial barrier to improving service delivery, to making effective service changes in future, and it will undermine efforts to improve the digital customer experience.

4. KEY OUTCOMES SOUGHT

- 4.1 A reduction in the use of inefficient paper-based planning and management tools.
- 4.2 Automation of repetitive, time consuming or unnecessary manual tasks.
- 4.3 Smoother workflows across teams, making routine processes more effective and adding accountability. For instance, in future a customer could easily report a fly tip online, and the new system would assign the task to the nearest team in real time – all of which would be visible to customer services and the customer would be notified (by email or text) when the issue had been resolved. We can also use the system to reduce the number of duplicate reports of the same incident.
- 4.4 Real time reporting of service status information, to aid resource deployment and customer services, who currently deal with high volumes of avoidable customer complaints that could be reduced with access to real time information.

- 4.5 The ability to draw on joined up and accurate data to measure service performance and to use the reports to drive service improvement. For instance, being able to use the system to identify areas with high levels of recycling bin contamination would allow us to target our communications more effectively at problem areas and to reduce the number of contaminated bins.
- 4.6 Being able to create rotas and rounds information via an improved system will help to optimise our management of all resources including staff and vehicles. The New Forest rounds are different and varied, with many rural rounds, the system would enable up to date information to be shared easily with new staff in a timely manner, which in turn will reduce the number of customer issues due to failed service (especially missed bins).
- 4.7 Many customer queries relate to our partner organisations (e.g., NPA, HCC). A new system would easily signpost customers to the right organisation.
- 4.8 We will be unable to realise the improvements planned in the draft waste strategy (and other strategies within Operations) without a new system(s). The technology provides the necessary foundations to enable new processes and practices.

5. PROGRESS MADE

- 5.1 Engagement with teams from across Operations and ICT to identify requirements for new system(s).
- 5.2 Key service team members have attended system demos and calls with other local authorities, to refine understanding of requirements, system capabilities, lessons learnt and process implications.
- 5.3 Budget reviews have taken place to estimate costs of implementation and on-going maintenance of relevant system(s).
- 5.4 New technology goes together with process change. Process mapping of core tasks was carried out in 2018 and will be reviewed and updated to support implementation of new system(s), using resources from Business Improvement.

6. TIMESCALES

- 6.1 High level timescales are:
 - October to December 2021/January 2022 – Procurement of preferred provider
 - January to March 2022 – discovery, prioritisation of modules and early build work with supplier
 - April 2022 onwards – roll out of modules according to priority in tandem with implementation planning for the new waste service
 - April 2023 – review of project-level work remaining or handover to Business as Usual (BAU) teams for completion/management.

7. RESOURCE IMPLICATIONS

- 7.1 Ensuring that the system is well planned and thoroughly tested is vital and will require large amounts of time from key existing staff.
- 7.2 The system also relies on accurate data, which will take time to identify, cleanse and migrate.

- 7.3 We will be utilising as far as possible existing resources, but to enable a focus on the project as well as Business As usual activities, funding has been assumed within the overall project cost to provide some additional staffing resources.

8. GOVERNANCE

- 8.1 The Project will be overseen by a project board who will be accountable to EMT for the success of the project. It will have the delegated authority to direct the project within the remit agreed by the Smarter Working Board and EMT. The Project Board will be responsible for communication with Members and EMT about the project. Key Members for this project will be the Portfolio Holder's for Finance, Investment & Corporate Services, Environment & Coastal Services and People & Places. The Smarter Working member board met on the 4th August 2021 to consider this project and supported its development and implementation.

9. CONCLUSIONS

- 9.1 It is evident that operations, grounds, and street scene teams, as well as customer services, are not equipped with the right technology to deliver current, nor future expectations.
- 9.2 In line with the Council's ICT strategy, continuous investment in back-office systems is essential to ensure front line services continue to deliver. The operations system will be key to delivering service improvements in waste, transport, grounds, and street scene.
- 9.3 Progress in digital customer services relies in part on modern supporting ICT systems, such as the ones being implemented elsewhere. Investment in a similar level of system(s) for Operations will support ambitions for our digital future.
- 9.4 The time is therefore right to invest in appropriate ICT to allow Operations services to grow and improve, and for the benefit of wider digital customer services.

10. FINANCIAL IMPLICATIONS

- 10.1 The estimated capital costs to implement the system(s) is £237,000 (2021/22 & 2022/23). This will be funded from the existing ICT strategy utilising funds identified within the 'Better digital services for residents and business' facet.
- 10.2 Four year estimated revenue costs to implement the system(s) and allow for the ongoing costs total a net £250,000. This net figure includes savings on the decommissioning of existing software and includes cashable resource savings in operational services of £50,000 in both 2023/24 and 2024/25 (once the system has been fully implemented). The steady state revenue position is an increase in cost of £40,000 PA.
- 10.3 The Council's current Medium Term Financial Plan makes an assumption for increased revenue costs when new systems are introduced, in line with the Council's ICT strategy of 'Cloud first'.

11. CRIME & DISORDER IMPLICATIONS

- 11.1 A new system will help to support enforcement teams in response to reports of issues and gathering evidence for further action.

12. ENVIRONMENTAL IMPLICATIONS

- 12.1 Inefficient routes raise pollution levels. Route planning software will allow for more efficient and environmentally friendly deployment of vehicles.

13. EQUALITY & DIVERSITY IMPLICATIONS

- 13.1 The Operations ICT system will improve ease of access for all our residents.

14. DATA PROTECTION IMPLICATIONS

- 14.1 All new system implementations undergo a DPIA assessment as standard.

15. PORTFOLIO HOLDER COMMENTS – ENVIRONMENT AND COASTAL SERVICES

- 15.1 The introduction of a modern workflow management system will improve responses, resource utilisation and service levels to our customers.

16. PORTFOLIO HOLDER COMMENTS – PEOPLE AND PLACES

- 16.1 I am pleased we are future proofing our systems and recognising more efficient ways of working which will reduce our carbon footprint. I support the investment required for these essential ICT systems.

17. PORTFOLIO HOLDER COMMENTS – FINANCE, INVESTMENT AND CORPORATE SERVICES

- 17.1 This Council's investment in ICT has played a significant role in ensuring that we remain contactable and continue to deliver services to our residents throughout the pandemic.

We continue to invest in technology, not for technologies sake but to enable us to improve both services and the customer experience efficiently and, very importantly, in a cost effective way.

For further information contact:

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Background Papers:

JOINT MUNICIPAL WASTE MANAGEMENT STRATEGY

1. RECOMMENDATIONS

- 1.1 That the Cabinet approve the Project Integra Joint Municipal Waste Management Strategy (JMWMS) and recommend to Council that this Strategy be adopted.

2. INTRODUCTION

- 2.1 In response to national and regional changes in waste management strategy and approach, as well as a desire to ensure that local goals are met, the Council is developing a new Waste Strategy.
- 2.2 A Draft Waste Strategy for NFDC was published in November 2020, with a period of engagement with residents and other stakeholders following on. Since then, the Government has released four new waste consultations, which the Council has responded to.
- 2.3 The Council has also been working with partner authorities across Hampshire to develop a new county-wide strategy, known as a Joint Municipal Waste Management Strategy (JMWMS) which will set overall aims and objectives for all Hampshire local authorities.
- 2.4 The JMWMS has to be approved by all 14 Hampshire authorities.

3. BACKGROUND

- 3.1 The Government's National Waste Strategy (NWS), "Our Waste, Our Resources: A Strategy for England" was published in December 2018. It contained new objectives for dealing with the nation's waste and suggested how these objectives can be achieved. In the future, the waste streams that the Council collects and the way they are collected will be heavily influenced by the NWS. The key measures within the NWS have been subject to two rounds of consultation in 2019 and 2021.
- 3.2 The Council's Sustainable Waste Management Member Task and Finish Group was set up to consider the national, regional, and local factors that were likely to shape the development of a new Waste Strategy for the New Forest. The Council released a Draft Waste Strategy in November 2020. There followed a period of engagement, where residents and other stakeholders were invited to provide feedback on how some of the changes in the Council's "preferred option" would affect them. The "preferred option" consists of:
- A weekly separate collection of food waste
 - Dry recycling collected in a reusable bag (paper and card) and a wheeled bin (glass, plastic, metal), both of which are collected on the alternate week to general waste. This is known as a two-stream collection.
 - General waste collected in a wheeled bin on the alternate week to dry recycling
 - Collection of garden waste every two weeks in a reusable bag or wheeled bin
- 3.3 Project Integra (PI) is a waste partnership, comprising all 11 Waste Collection Authorities, 2 unitary authorities and Hampshire County Council, who have responsibility for the disposal of waste collected by NFDC. The partnership arose in the 1990s as a result of the need to have a co-ordinated response to waste and

recycling collections, processing and infrastructure. The partnership meets 3 times a year as the “Project Integra Strategic Board” which consists of one voting Member, usually that authority’s Portfolio Holder.

- 3.4 Under the sponsorship of the Hampshire and IOW Local Authorities (HLOWLA) group, all Councils in the PI partnership (including NFDC) have been working together to consider the future of collections, recycling, and disposal infrastructure in the County. This is in the context of the National policy and legislation developments, and desires within all partners to increase recycling and reduce overall waste generation.
- 3.5 This future will be underpinned by three main pieces of work:
 - A revised Joint Municipal Waste Management Strategy (JMWMS)
 - A new Partnering Agreement
 - A new financial model, which will define the financial relationship between HCC and all district councils.
- 3.6 The PI partnership has an existing JMWMS, but it has not been revised since 2012. It is therefore overdue a review, and needs to be fit for the future of waste management in Hampshire.
- 3.7 Lead PI Officers, and Portfolio Holders from all partners, have taken part in a series of workshop to identify future priorities. These priorities were presented to the PISB in July 2021, before the final JMWMS was drafted and circulated to all partners for their consideration. The intention is for all partners to have approved the strategy by the date of the next PISB on 26 October 2021.

4. JMWMS

- 4.1 The new JMWMS is included as appendix 1. Key elements of the JMWMS are included below. These are high level principles, and the Strategy states that local decision making however will continue to be maintained across the Partnership to ensure local factors, budgets and challenges are taken into account within any decision making to ensure the approach is best suited for all partners.

Partnership Working
➤ Whole system thinking at PI level – this is a key principle which requires all parties to consider the impact of local decision making and service configuration, on other parties and Hampshire residents.
➤ An implementation plan with clear actions will be developed by a joint PI working group, along with responsibilities assigned to stakeholders to ensure objectives can be met. Local variations will be captured and considered in the plan as it is understood not all stakeholders will be able to follow the same approach in all instances. A clear consensus is required by all stakeholders with collaboration, regular engagement and decision making necessary to ensure the implementation plan is realistic and achievable.
➤ Setting agreed performance indicators and targets - A performance monitoring regime will be developed and agreed by all PI partners to track improvements made against each performance indicator.
➤ Revision to PI Funding Arrangements - Funding arrangements need to drive the right performance behaviours and the right approach with whole system thinking and be reflective of the performance of partners as well as the local challenges encountered across the county. The arrangement will fund consistent initiatives and be structured to incentivise and support positive waste management practices.

Recyclable Material Management
<ul style="list-style-type: none"> ➤ Introduction of two stream collections – this will consist of “fibres” (paper and card) in one receptacle, and “containers” (glass bottles and jars, plastic bottles, plastic pots, tubs and trays, metal tins and cans) in another. Note – this aligns with the Council’s current “preferred option” as well as the Government’s direction of travel. The JMWMS is not specific in terms of how such collections should be carried out – i.e. which receptacles or vehicles should be used, or what collection frequencies should be. This change will require the redevelopment of waste transfer station infrastructure and MRFs to be capable of handling glass and a wider range of plastics within a containers material stream.
<ul style="list-style-type: none"> ➤ Reduced contamination - Improving recycling performance through reducing contamination is a key operational focus for PI. Contamination of Dry Mixed Recycling is currently at around 16%. Reduced contamination will improve quality of material as well as reduce costs. Non-target materials in the wrong containers can cause processing problems at the MRFs, with whole loads of recycling sometimes having to be rejected. It is anticipated that contamination will reduce with the segregation of paper and card from other materials when the two-stream service is implemented, as well as it being easier to identify contamination. Partners will use communications, monitoring and sampling and improve consistency of approach across all partners.
Waste Reduction
<ul style="list-style-type: none"> ➤ Development and delivery of waste prevention initiatives - PI partners will encourage and support residents to drive down the volume of waste that is produced through the development of appropriate initiatives. Implementing initiatives requires agreement on funding, consistent messaging and resourcing, and responsible messages and engagement with residents at local levels will ensure local accountability.
<ul style="list-style-type: none"> ➤ Increased reuse of bulky waste and promotion of home composting – to maximise the diversion of bulky waste (furniture etc) out of the waste stream and into reuse, and maximise composting within gardens.
Best Practice
<ul style="list-style-type: none"> ➤ Zero waste to landfill - PI partners will seek treatment of remaining, non-recyclable waste as well as reuse options to achieve our aim for zero waste to landfill and continuously monitor and measure their progress towards it.
<ul style="list-style-type: none"> ➤ Evaluation and introduction of alternative fuels for vehicles - PI partners will evaluate and discuss the introduction of low carbon transport options, (such as electric, hybrid, biofuels or hydrogen) whilst being mindful of the budgetary and contractual constraints that exist across the partnership.
Service Delivery
<ul style="list-style-type: none"> ➤ Consistent, best practice approach to service provision – PI partners will aspire to implement consistent policies and approaches, in particular, PI partners will aspire to implement consistent side waste, clinical waste and contamination policies. The partnership will be mindful of local decisions and circumstances.
<ul style="list-style-type: none"> ➤ Improved and consistent communications campaigns – PI partners will work to improve their communications and have a consistent, standardised approach for maximum impact county wide. For example, consistent PI level messaging utilising ‘Hampshire Recycles’ initiative, development of a behavioural change plan, and consistent communications to support residents during the rollout of any new waste services.
<ul style="list-style-type: none"> ➤ Increased cross boundary working - PI partners will look to increase cross boundary working through greater collaboration and sharing of services across partners, to make efficiencies and savings within the service and across the partnership.

5. OTHER PARTNERSHIP DOCUMENTS

5.1 Hampshire County Council (HCC) are now working with their long-term waste disposal contractor, Veolia, on the impacts of changes to collections on current and future infrastructure, including a new Materials Recovery Facility (MRF) which would be capable of sorting the expanded range of dry recyclables described earlier. These changes will have both operational and financial implications on all PI partners. To facilitate the transition, two new documents are being prepared –

- A “Partnering Agreement” – this will set out roles and responsibilities of waste collection authorities and waste disposal authorities, and how HCC will work with Districts.
- A Financial Model – this will set the financial arrangements between partners, in relation to how waste and recycling is handled and processed by Districts and HCC. It is likely to cover, for example, waste/recycling processing costs, the cost of dealing with contamination, and income from sale of recyclable material.

Both items are still being developed, they will be an important part of the Council’s future Waste Strategy.

6. CONCLUSIONS

6.1 The JMWMS is an important tool which allows the partnership to move forward together, by setting out the key priorities which will be reviewed by partners every 3 years.

6.2 It also confirms that NFDC’s own draft waste strategy and “preferred option” align with the direction of travel across Hampshire – for example with regard to two-stream collections, food waste, and waste prevention.

6.3 Officers and the Sustainable Waste Management task and finish group will continue to work on NFDC’s new Waste Strategy.

7. FINANCIAL IMPLICATIONS

7.1 In future there will be changes in expenditure and income resulting from necessary change to frontline services, and these will be further detailed in a final waste strategy.

7.2 The latest Medium Term Financial Plan assumed that changes proposed by the County Council in income retention and contamination charges would come into effect from April 2022. As a result of the work going into the JMWMS, there will be no change to the current financial arrangements between HCC and NFDC until April 2023. In 2022-23, NFDC will continue to receive income from sale of Dry Mixed Recycling (DMR), and will not be subject to a charge for delivering contaminated DMR.

8. CRIME & DISORDER IMPLICATIONS

8.1 There are none.

9. ENVIRONMENTAL IMPLICATIONS

9.1 The JMWMS will inform the Council’s final waste strategy which will be aiming to increase recycling levels and reduce greenhouse gas emissions.

10. EQUALITY & DIVERSITY IMPLICATIONS

- 10.1 There are no direct implications resulting from the content of this report. However, the Council's final waste strategy will be subject to an Equalities Impact Assessment.

11. ENVIRONMENT AND SUSTAINABILITY OVERVIEW AND SCRUTINY PANEL COMMENTS

- 11.1 The Environment and Sustainability Overview and Scrutiny Panel, at its meeting on 9 September 2021, was supportive of the high level principles of the JMWMS.

12. PORTFOLIO HOLDER COMMENTS

- 12.1 This document describes the progress that the District is making on its own waste collection strategy, emanating from the Government's national and regional waste management strategy. Having been reviewed with our Project Integra partners across Hampshire, I am delighted that the Joint Municipal Waste Management Strategy received support from the Environment and Sustainability Overview and Scrutiny Panel, and is now presented to the Cabinet.

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INTEGRA

Project Integra

Joint Municipal Waste Management Strategy

What can I put in my recycling bin in Hampshire?



Paper



Cans and Tins



Cardboard



Plastic Bottles



Aerosols



Report for

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Doc Ref. PI JMWMS Final

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Management systems

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Document revisions

No.	Details	Date
V1	First draft	15 July 2021
V2	Second draft	21 July 2021
V3	Third draft	27 July 2021
V4	Draft for release to client	29 July 2021
V5	Final Draft	23 Aug 2021

Contents

1.	Introduction to Project Integra	5
1.1	Working Groups	5
1.2	Our Vision	6
1.3	Joint Municipal Waste Management Strategy - Principles	6
2.	Performance and Service Delivery	8
2.1	Current services	9
2.2	Infrastructure	10
3.	Policy and legislative drivers	11
3.1	International and National Policy & Legislation	11
	Circular Economy	11
	<i>A Green Future: Our 25 Year Plan to Improve the Environment</i> (policy paper) January 2018	11
	<i>Our waste, our resources: a strategy for England</i> (Draft), December 2018	12
	Environment Bill 2020	12
3.2	Drivers for Change	13
	National Policy	13
	Budgetary pressures	13
	Investment in Infrastructure	14
4.	JMWMS Key Objectives	15
4.1	Partnership Working	15
	Whole system thinking at PI level	15
	Development of and commitment towards revised JMWMS Implementation Plan	15
	Setting agreed performance indicators and targets	16
	Revision to PI funding arrangements	16
	Identification of external funding opportunities	16
4.2	Recyclable Material Management	17
	Introduction of two stream collections	17
	Reduced contamination	18
	Retained and maximised income share for materials	18
4.3	Waste Reduction	18
	Development and delivery of waste prevention initiatives	19
	Increased reuse from bulky waste	19
	Continued promotion of home composting	19
4.4	Best Practice	20
	Zero waste to landfill	20
	Evaluation and introduction of alternative fuels for vehicles	20
	Identification and evaluation of alternative technologies	21
4.5	Service Delivery	21
	Consistent, best practice approach to service provision	21
	Improved and consistent communications campaigns	21
	Consistent approach to staff training	22
	Increased cross boundary working	22

Sharing of customer satisfaction surveys for the benefit of all partners 22

5. Action Plan 23

Appendix one: The strategic options considered 24

Identification of strategic options 24

Officers workshop 24

Options appraisal 25

Members workshop 25

1. Introduction to Project Integra

Project Integra (PI) is a partnership in Hampshire consisting of Hampshire County Council as a waste disposal authority, 11 waste collection authorities and two unitary authorities, all providing a variety of collection services but based on a core theme of the comingled collection of dry recyclable material. The two unitary authorities, Portsmouth City Council and Southampton City Council also act as Waste Disposal Authorities. The Local Authorities that make up PI are:

- Basingstoke & Deane Borough Council (BDBC)
- East Hampshire District Council (EHDC)
- Eastleigh Borough Council (EBC)
- Fareham Borough Council (FBC)
- Gosport Borough Council (GBC)
- Hampshire County Council (HCC)
- Hart District Council (HDC)
- Havant Borough Council (HBC)
- New Forest District Council (NFDC)
- Portsmouth City Council (PCC)
- Rushmoor Borough Council (RBC)
- Southampton City Council (SCC)
- Test Valley Borough Council (TVBC)
- Winchester City Council (WCC)

In 1997 Hampshire County Council entered into a waste disposal service contract (now extended to 2030) which was awarded to Veolia UK. Portsmouth City Council and Southampton City Council became co-signatories to the contract after their formation as unitary authorities. Prior to the commencement of the contract, all 14 waste authorities of Hampshire (Disposal and Collection), along with Veolia Hampshire, became members of PI. The Partnership agreement sets out the principles of PI and the roles and responsibilities of the partnership authorities.

The work of PI is guided by three objectives:

- Customer focus
- Value for money
- Sustainability

Hampshire has been widely acknowledged for its partnership working on waste, its impressive integrated waste management facilities, relatively high performance and contribution to shifting fundamental thinking from waste to resource management, however in recent years performance levels have failed to keep up with those of the best performing authorities in England - this is a situation that the Partnership is determined to change.

1.1 Working Groups

The Partnership works to influence national policies, secure external funding, and promote sustainability, with a core aim being to communicate effectively to both the public and the businesses communities. Our strategy officer group is made up of officers from each partner authority and PI. Similarly, our strategic board is made up of officers and elected members from each partner authority.

There are a number of existing working groups within the Partnership, although additional groups are created to target specific issues when identified:

- The Resource Aware Group (RAG); deliver consistent, effective waste management communications and performance improvement across Hampshire.
- Operations; meet to discuss operational issues and programmes of work.
- Waste technical group; meet to discuss the materials analysis facility sampling programme and contamination.
- The Common Approach to Safety and Health (CASH); supported by PI and considers health and safety best practice and guidance aligned to waste and other environmental services.
- Fly-tipping Strategy; sits under PI for governance and information purposes

1.2 Our Vision

In support of the 14 waste authorities in Hampshire delivering its vision, the Partnership refreshed its 2006 Joint Municipal Waste Management Strategy (JMWMS) in 2012 with a vision to *manage the effectiveness of its sustainable material resources system to maximise efficient re-use and recycling of material resources and minimise the need for disposal in accordance with the national waste hierarchy*. It is recognised that the legislative and budgetary environment has significantly changed since the refresh of the JMWMS and that an update is required to take into account competing pressures on all partnership authorities within Hampshire, and to consolidate an agreed path for service consistency and best value in waste service delivery for the county as a whole, based on agreed priorities.

This updated JMWMS will be reviewed by the Partnership every three years, and the vision for Hampshire is:

"The Project Integra partners will work together to deliver high performing, forward looking recycling and waste management services which provide value for money for Hampshire taxpayers meeting local needs and recognising the climate emergency and need for a reduction in carbon emissions."

1.3 Joint Municipal Waste Management Strategy - Principles

The revised Waste Framework Directive (2008/98/EC) sets out the waste hierarchy which ranks waste management options according to what is best for the environment. Waste management in the UK is based on the principles of the waste hierarchy, which dictates that waste prevention is the most desirable outcome followed by reducing, reusing and then recycling resources before the worst-case option of disposal. Our JMWMS has always aimed to deliver engagement, education and raise awareness of waste management within the community to drive material up the waste hierarchy.



The Government's documents "Resources and waste strategy – Our Waste, our resources: A Strategy for England" (December 2018) and "Waste Prevention Programme for England: Towards a Resource Efficient Economy (March 2021)" set out priorities for action to manage resources and waste in accordance with the waste hierarchy and to focus increased efforts towards those steps at the top of hierarchy. This JMWMS is aligned to the requirements of these documents.

Operating our waste management services comes at a substantial cost. With budgetary constraints and legislative pressures it is important to maximise value for money as an overarching Partnership principle. Striving for improved performance through waste prevention in the first instance, followed by recycling, is resultantly the best option both financially and environmentally. By following this principle the Partnership and the wider community can contribute to and help ensure value for money is realised in the services delivered.

Besides public engagement the JMWMS aims to deliver waste collection, treatment and disposal solutions while minimising the environmental impacts. In addition to the waste hierarchy, the partnership also acknowledges the proximity principle that describes a need for materials to be handled, treated, and disposed of as near as possible to its place of consumption.

2. Performance and Service Delivery

Waste management in Hampshire has seen significant change since 2000 as illustrated in Figure 2-1. The landfilling of waste has continuously decreased, markedly between 2003/04 and 2005/06 when residual waste began to be treated within Energy from Waste (EfW) facilities.

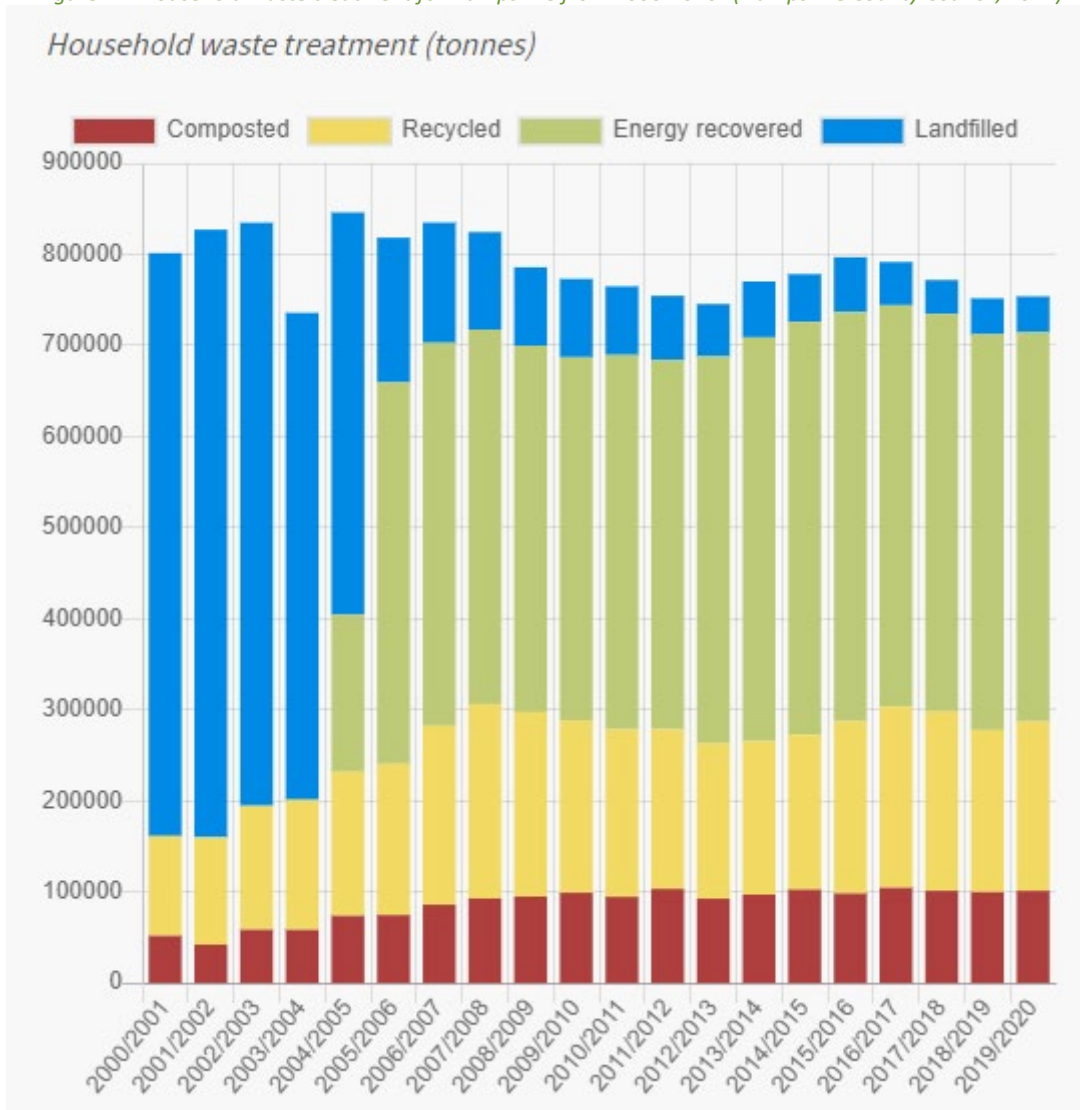
The total amount of generated waste in Hampshire has also reduced since a peak in 2005/06 of around 850,000 tonnes per annum to approximately 750,000 tonnes per annum in 2019/20, with a waste collection yield of 428.9 kg/person/year¹.

In 2019/20 Hampshire's recycling rate was 41.7% (across all recycling services, including HWRCs). The highest performing Partner had a recycling rate of 41.3%, with the lowest performing Partner having a recycling rate of 24.8%. Overall, the County sits within the lower half of the English local authority recycling performance league table, with the majority of partners sitting in the lower quartile. The recycling, reuse and composting rate has increased over time but has plateaued over 2018/19 and 2019/20. The level of performance being achieved has resulted in pressure being exerted on some Partner authorities by the Secretary of State to make improvements.

Contamination monitoring across the MRFs showed that the average comingled dry recycling contamination level was 15.9% in 2019/20 (an increase from 13.75% in 2018/19). However, the capture of comingled dry recycling has also slightly increased over this time period. Reducing contamination will continue to be a key focus going forward.

¹ <https://www.letsrecycle.com/councils/league-tables/2019-20-overall-performance/>

Figure 2-1 Household waste treatment for Hampshire from 2000-2020² (Hampshire County Council, 2021)



The Partnership is committed to improving performance to consistently high levels across Hampshire, Portsmouth and Southampton, to optimise costs and to achieve this while working to high and consistent levels of public satisfaction. This will be supported through regular and consistent service review, analysis and measurement to enable progress against targets to be tracked and further actions to be identified.

2.1 Current services

The waste collection systems in Hampshire vary between the partner authorities. However, all households receive a kerbside collection for dry mixed recyclables (paper & card, plastic bottles, cans, tins and aerosol cans). Garden waste collections are offered through chargeable, opt-in services and many households receive glass collections. Residual waste, comingled dry recycling (excluding glass), and separate glass is collected using different containers and on differing frequencies, as detailed in Table 2-1.

² <https://www.hants.gov.uk/wasteandrecycling/projectintegra/performance>

Table 2-1 2021 collection of MSW by the partnership authorities, Weekly: Collected weekly, Fortnightly: Collection every second week, AWC: Alternate Weekly Collection of Residual waste and Dry recycling, and 4-weekly: Collection every fourth week.

Partner	Residual waste	Dry recycling (ex. glass)	Glass	Food Waste
BDBC	Weekly	Fortnightly	Collected with dry recycling in box	n/a
HDC	Fortnightly	Fortnightly	Collected with dry recycling in box	n/a
SCC	AWC	AWC	Fortnightly	n/a
RBC	Weekly	Fortnightly	Collected with dry recycling in box	Weekly from Oct
EHDC	Fortnightly	Fortnightly	4-weekly	n/a
HBC	Fortnightly	Fortnightly	n/a	n/a
WCC	AWC	AWC	4-weekly	n/a
EBC	AWC	AWC	Fortnightly	Weekly
PCC	Weekly	Fortnightly	n/a	Weekly
FBC	AWC	AWC	n/a	n/a
GBC	AWC	AWC	n/a	n/a
NFDC	Weekly	Weekly	4-weekly	n/a
TVBC	AWC	AWC	n/a	n/a

2.2 Infrastructure

Hampshire County Council has, in conjunction with the City Councils of Portsmouth and Southampton, entered a waste disposal service contract (now extended to 2030) with Veolia UK. The joint working arrangements put in place through the PI partnership have enabled the Councils to include recycling infrastructure within the remit of the contract. Investment has been made across a suite of waste management infrastructure solutions:

- Three Energy Recovery Facilities (ERFs);
- Two Material Recovery Facilities (MRFs);
- Two Composting Facilities;
- 26 Household Waste Recycling Centres (HWRCs); and
- 12 Transfer Stations.

Infrastructure requirements are being considered in light of the anticipated requirements of the Resources and Waste Strategy, and the changes in services that will be required. This is particularly relevant to the provision of MRFs, which will require reconfiguration or redevelopment should services transition to a two-stream collection of dry recycle.

3. Policy and legislative drivers

This section summarises the key international, national and local legislation and drivers which impact upon the structure of this waste strategy.

3.1 International and National Policy & Legislation

Many of the roots of UK legislation governing the management of waste in this country can be traced back to European Union (EU) Directives, Regulations and Decisions. These are being retained in UK law through the European Union Withdrawal Act 2018 with minimal impact anticipated on how councils collect, recycle and dispose of household waste.

Circular Economy

A circular economy approach sees waste turned into a resource as part of 'closing the loop' with resources kept in use for as long as possible, with the maximum value extracted from them. It moves away from the more linear economy of 'take, make, use, throw' and prolongs the lives of materials and goods consumed, minimising waste and promoting resource efficiency.

In July 2018, the European Commission adopted an ambitious Circular Economy Package (CEP) introducing a revised legislative framework to help stimulate Europe's transition towards a circular economy, identifying steps for the reduction of waste and establishing an ambitious and credible long-term path for waste management and recycling. The UK government have transposed the majority of CEP measures into UK legislation to include a recycling target of 65% by 2035 and reduce landfilled municipal waste to 10% by 2035.

A Green Future: Our 25 Year Plan to Improve the Environment (policy paper) January 2018

This 25 Year Environment Plan sets out Government action to help improve the environment by delivering cleaner air and water, protecting threatened species and wildlife habitats and plans for changes to agriculture, forestry, land use and fishing to put the environment first. The Environment Plan aims to minimise waste, particularly plastic waste, and sets out the following actions for minimising waste:

- An ambition to achieve zero avoidable³ waste by 2050;
- A target to eliminate avoidable plastic waste by the end of 2042;
- Meeting all existing waste targets – including those on landfill, reuse and recycling – and developing ambitious new future targets and milestones;
- Seeking to eliminate waste crime and illegal waste sites over the lifetime of the Plan, prioritising those of highest risk. Delivering a substantial reduction in litter and littering; and
- Significantly reducing and where possible preventing all kinds of marine plastic pollution – in particular, material that came originally from land.

³ Avoidable in the sense of what is Technically, Environmentally and Economically Practicable.

Our waste, our resources: a strategy for England (Draft), December 2018

The Strategy gives a long-term policy direction in line with the 25 Year Environment Plan and has two overarching objectives:

1. To maximise the value of resource use; and
2. To minimise waste and its impact on the environment,

It sets out plans to preserve stock of material resources by minimising waste, promoting resource efficiency and moving towards a circular economy. The five strategic ambitions of the Strategy are:

1. To work towards all plastic packaging placed on the market being recyclable, reusable or compostable by 2025;
2. To work towards eliminating food waste to landfill by 2030;
3. To eliminate avoidable plastic waste over the lifetime of the 25 Year Environment Plan;
4. To double resource productivity by 2050; and
5. To eliminate avoidable waste of all kinds by 2050.

The Strategy also aims to minimise the damage caused to our natural environment by reducing and managing waste safely and carefully, and by tackling waste crime.

Environment Bill 2020

The draft Environment Bill (2020) is a key piece of legislation for delivering the commitments made in the 25 Year Environment Plan and for setting long-term legally binding environmental targets, plans and polices for protecting and improving the natural environment in the UK. It is part of the UK Government's goal to develop the first generation to "leave our environment in a better state than we found it". The Bill will take forward and legislate the measures and proposals outlined in England's draft Resource and Waste Management Strategy, changing the way government, businesses and individuals produce and consume products. The national Strategy and Environment Bill aims to make it easier for people to recycle, improve recycle quality and make way for a more circular economy. The Bill will allow the Government to:

- deliver consistent and frequent recycling collections across England;
- ensure councils operate weekly separate food waste collections, preventing food waste from going to landfill or being incinerated;
- introduce clearer labelling on certain products so consumers can easily identify whether products are recyclable or not;
- expand the use of charges on single use plastics, following the successful introduction of the carrier bag charge and will introduce a deposit return scheme on drinks containers, subject to consultation; and
- introduce new extended producer responsibility schemes to make producers responsible for the full net costs of managing their products when they are ready to be thrown away.

The Bill is supported by a series of proposals, with several relevant to waste management. The second consultation started in April 2021 and at the time of writing this JMWMS the process is still ongoing. Aspects of waste management under consideration by the Government include:

Consistency of Household and Business Recycling Collections in England

The Government will specify a core set of materials to be collected by all local authorities and waste operators to make services more consistent across the country.

The proposals in the Resource and Waste Strategy around food waste collections is yet to be finalised, but it is likely that separate, weekly food waste collections for all households will be a requirement. Therefore, PI partners need to consider this as a likely service requirement in the coming years, both from a collections and treatment perspective. It is anticipated to be a costly service to implement, and the Strategy consultation has suggested that 'new burdens' funding may be made available by the Government, however currently this is not confirmed, and details of any funding requirements have not been published.

The Bill states that for households, each recycling stream must be collected separately from other waste and that recyclable waste must be collected for recycling or composting and separately from each other, where it is technically, environmentally and economically practicable (TEEP) to do so.

Extended Producer Responsibility (EPR) for packaging

The Government intends to invoke the 'polluter pays' principle with an EPR scheme for packaging by 2023. Producer responsibility will see businesses that manufacture, import and sell certain products responsible for the full net costs of those products at end of life, i.e. post-use stage, driving sustainable design decisions to be incorporated at the production stage in support of a more circular economy.

Payment contributions to local authorities for household packaging wastes is to be based initially on complex modelling taking account of issues such as rurality, housing type, deprivation and other criteria, but in the longer term the government intend for this to be based on actual costs incurred. The payment mechanism and process for distribution of funds to local authorities is still not clear.

Introducing a Deposit Return Scheme (DRS)

To incentivise consumers to reduce litter and increase recycling the government are consulting on introducing a DRS whereby consumers pay a deposit on drinks beverage containers at the point of purchase, which is then redeemed when the container is returned to the retailer for recycling. The government are currently considering a DRS that includes aluminium and steel cans, PET plastic and glass bottles but excludes disposable cups, cartons and pouches/sachets.

3.2 Drivers for Change

National Policy

The Partnership must ensure that all waste collection and management services are aligned to national policies, plans and strategies, including those outlined above. Once the proposal consultations are complete and the Government has provided its direction, we will need to carefully consider this and as a consequence may have to change some of direction expressed in this waste management strategy. The Partnership needs to retain flexibility in future service provision to enable the implementation of any required changes.

Budgetary pressures

This is a time of significant change for local authorities, brought about by pressures to make efficiencies and savings through greater collaboration and sharing services across authorities and with other public sector organisations. There have been significant impacts upon material income in the past 10 years due to a global reduction in the value of recyclable materials. This means that there is decreasing funding available to reinvest into waste services.

Climate Change and Carbon Impacts

Most of the partner authorities have declared a Climate Emergency, and their climate change strategies recognise the role of waste and the circular economy in supporting the reduction of carbon emissions, with a focus on waste reduction. Out of the 14 Partner authorities, seven aim to be carbon neutral or to meet net zero emissions across operations by 2030. Four Partner authorities have committed to become carbon neutral by either 2040 or 2050. The remaining three Partner authorities have not set or published their goals to be attained by a specific date.

Investment in Infrastructure

The waste management, treatment and disposal contract will come to an end in 2030. Before this, a review will need to be undertaken to determine the most appropriate long-term arrangements for service provision, which will be within the duration of this JMWMS.

With recycling performance for all Partner authorities sitting within the lower half of the national league table, the Council's existing contract coming into the final nine years of its life, and with anticipated changes in recycling and waste management legislation happening in the coming years, now is the time for all of the authorities to agree on the future state of recycling and waste services to best service the county through provision of improved performance, value for money services, and future compliance.

Investment decisions will be based on identifying the most appropriate waste management solution for Hampshire to provide value for money as well as compliance with future legislation.

Summary

This JMWMS takes into account the changing legislative landscape, and specifically the potential impacts from future progress of the Environment Bill and policy consultation in 2021. There is a keen focus on the identification of an optimal solution for waste management which results in meeting legislative requirements and delivers best value financially for all of the partnering authorities.

Pressure to reduce environmental impact, continuing budgetary pressure, and changes in the legislative landscape will necessitate change in the way services are delivered to residents. As a result, we must make some tough decisions; the competing requirements of budgetary pressures, a requirement to improve performance, and the need to align with legislative requirements mean that now is the right time to fully understand what an optimal system looks like.

By working together, the Partnership may be able to obtain better prices for commodities and ensure that our purchases of waste service resources (vehicles, bins, boxes etc.) meet best value requirements through gaining volume discounts.

4. JMWMS Key Objectives

The shortlist subjects are the main key objectives which will be delivered under the JMWMS. There are a number of other areas which are central to the strategy and cut across all objectives that will be taken forward. Service provision will continue to be delivered by PI which as mentioned has resulted in a number of benefits and synergies to date. Local decision making however will continue to be maintained across the Partnership to ensure local factors, budgets and challenges are taken into account within any decision making to ensure the approach is best suited for all partners.

A joint technically, environmentally, economically and practicable (TEEP) approach was seen as an important principle across partners going forward and we will look to ensure a collaborative effort is made with the waste collection service and compliance with the regulations.

4.1 Partnership Working

The following subjects form part of the partnership working theme. The existing partnership works to provide an integrated approach to waste management across Hampshire and has been beneficial for several reasons since its inception. To deliver the requirements of this JMWMS a framework will be developed to ensure partnership working is enhanced going forward, especially during the period of change likely to be encountered following the national Resources and Waste Strategy mandates. Partnership working will need to be supported and committed to by all PI partners with joint working across the county to deliver services in the most efficient and effective way.

Whole system thinking at PI level

Whole system thinking is a key priority for Members and is an objective which cuts across all of the shortlisted subjects. Whole system thinking at the PI level will allow the most effective and efficient waste management system to be delivered by understanding how changes made by individual members of the partnership impact on the system as a whole both in terms of cost and tonnages. Oversight of services and an ability to facilitate services from waste generation to waste disposal has and will continue to benefit all stakeholders within Hampshire. The HCC waste prevention and recycling webpages provide information on *Smart living* and *Hampshire Recycles* initiatives, both providing resources for all partners to make use of in a consistent manner. With future legislation changes likely to impact services across the county, an integrated approach and whole system thinking will ensure all potential scenarios are considered and the best outcomes at the local level are derived. This will include consideration of food waste treatment across the county, as well as the HWRC operations and network.

Development of and commitment towards revised JMWMS Implementation Plan

This option is a key priority for Members as engagement by and commitment from all stakeholders will be central to implementing the JMWMS aims and objectives. An implementation plan with clear actions will be developed by a joint PI working group, along with responsibilities assigned to stakeholders to ensure objectives can be met. Local variations will be captured and considered in the plan as it is understood not all stakeholders will be able to follow the same approach in all instances. A clear consensus is required by all stakeholders with collaboration, regular engagement and decision making necessary to ensure the implementation plan is realistic and achievable. All PI partners will engage with and show full commitment to the JMWMS and the implementation plan to ensure their opinions are considered and the plan is fully inclusive. PI will be central to facilitating this approach and behaviours through delivery.

Setting agreed performance indicators and targets

Improving service performance will continue to be at the forefront of the JMWMS. Performance indicators and target setting for the waste management systems will continue to be measured and compared against the three now defunct, but still relevant, National Indicators.

For all authorities:

- NI 191 – KG of residual waste per household
- NI 192 – percentage of household waste reused, recycled and composted

For authorities with responsibility for waste disposal:

- NI 193 – percentage of municipal waste sent to landfill.

There are however a number of other performance indicators that will be used to ensure the performance of the service is at the expected quality across the county and that performance improvements are being duly made. National targets include a recycling target of 65% by 2035 and to reduce landfilled municipal waste to 10% by 2035. Performance indicators therefore need to be cognisant of these targets to ensure the Partnership is helping contribute to the wider national aims, whilst being reflective of the local challenges the county faces. Contamination of recyclable material is a key measure of performance for PI partners. Waste prevention and contamination with a focus on reuse and quality recycling respectively will be important in performance context going forward and these will be discussed and agreed with stakeholders before any decisions are made as part of the partnership working approach.

A performance monitoring regime will be developed and agreed by all PI partners to track improvements made against each performance indicator.

Revision to PI funding arrangements

It is recognised that improved joint working arrangements will support meeting national strategy and consistency framework requirements. Funding arrangements need to drive the right performance behaviours and the right approach with whole system thinking and be reflective of the performance of partners as well as the local challenges encountered across the county. The arrangement will fund consistent initiatives and be structured to incentivise and support positive waste management practices.

There is an aspiration that services delivered across the county going forward will be more in line and representative of PI aims and objectives once the funding arrangements have been revised and stakeholders recognise the benefits from better partnership working. One of the Partnerships main objectives is for all partners to achieve value for money; as a group we will consider and implement the best approach that will enable this.

This JMWMS does not commit Partners to a particular funding arrangement, this will be discussed and agreed through the work being undertaken on a revised Partnership Agreement. Instead, this strategy recognises the need to revise the current arrangements to ensure they are fair and all parties are incentivised to improve performance in light of the governments legislative changes, particularly Extended Producer Responsibility and the associated funding.

Identification of external funding opportunities

The identification of external funding opportunities is of critical importance to waste management services as it allows projects and initiatives to be developed and supported. An example initiative focused on supporting resource efficiency projects with the goal of diverting waste, reducing waste, and improving waste management was the Resource Action Fund. Funded by Defra, this provided £18 million for new projects in England, with the primary focus of supporting key policy outcomes in the area of food, plastics, textiles,

recycling infrastructure and litter. Funding was divided into small-scale and large-scale grants; small-scale grants covered food waste prevention, textile recycling and re-use, litter bin infrastructure, and value from food waste among other projects. Large-scale grants focused on plastic packaging and food waste prevention. As the focus on circular economy becomes more central, it is these types of funding opportunities that support PI services.

The Government has intimated that new burden funding will be provided for new services that will be mandated within the Resources and Waste Strategy. By working together as PI, all partners will have greater visibility of such funding and we will be able to maximise the chances of successfully meeting any funding criteria.

4.2 Recyclable Material Management

How PI manages recyclable materials is of great importance given the priority material quality is given in the Resources and Waste Strategy. The Partnership needs to ensure efforts are focused on improving the quality as well as quantity of the recyclables collected and reprocessed across the county. With recycling performance for all Partner authorities sitting within the lower half of the national league table, the Council's existing contract with Veolia coming into the final nine years of its life, and with anticipated changes in recycling and waste management legislation happening in the coming years, now is the time for effective change and for all of the authorities to agree on the future state of recycling and waste services to best service the county through provision of improved performance, value for money services, and future compliance.

Introduction of two stream collections

This is a key priority for members. A WRAP study was undertaken in 2020/21 supporting PI in identifying an optimal collection option, reviewing options for waste management based on two-stream and multi-stream (kerbsort) collections. The outcomes have allowed PI to plan for the implementation of a waste management solution for Hampshire that meets national and local recycling aspirations at the lowest overall cost. The modelling of a two-stream approach showed a potential recycling rate of 37.4%, compared to the current baseline rate of 24%. The two-stream dry recycling collection will consist of fibres (paper and card) in one container receptacle, and containers (glass bottles and jars, plastic bottles, plastic pots, tubs and trays, metal tins and cans) in another. This will require the redevelopment of waste transfer station infrastructure and MRFs to be capable of handling glass (either in new or upgraded facilities) within a containers material stream. The residual waste collection will remain unchanged.

The Partnership will identify those households that are not suitable for the standard service and will put an agreed exception process in place that is appropriate and also allows them to recycle as much as possible within the twin stream system. We will ensure that the service is agile and flexible to respond to the changing needs of individuals as those needs arise.

Two stream recycling collection

A number of authorities implement a two-stream recycling service with noted improvements following service roll out. A trial in Boston, Lincolnshire, which included over 3000 properties and the collection of paper and card separate from mixed recycling, showed that two stream collections can achieve improvements in both the quality of the recycling collected and increase in materials captured for recycling. Positive feedback was also well received from residents in the trial area.

Reduced contamination

Improving recycling performance through reducing contamination is a key operational focus for PI and will help us contribute towards meeting national targets. Contamination monitoring across the MRFs showed that average DMR contamination level was 15.9% in 2019/20 (an increase from 13.75% in 2018/19). However, the capture of DMR has also slightly increased over this time period.

Reprocessors are demanding material with less contamination, focused on quality rather than quantity and this puts pressure on MRF resources to ensure contaminated or non-target materials are removed. The quality of the MRF inputs needs to be improved which will also result in less MRF residue and reduce the costs that waste disposal authorities have to pay for this.

Maximising the material that can be collected and recycled is key and we will continue to improve communication and education campaigns to help residents recycle better and reduce contamination. Reduced contamination will improve quality of material as well as reduce costs. Non-target materials in the wrong containers can cause processing problems at the MRFs, with whole loads of recycling sometimes having to be rejected. It is anticipated contamination will reduce with the segregation of paper and card from other materials when the two-stream service is implemented, as well as it being easier to identify contamination.

Along with communications, we will continue to implement the contamination monitoring programme to ensure that all dry recycling rounds are identified and targeted at the correct sites. A consistent contamination policy (and training) across the partnership will also ensure partners adopt the same approach when looking at contamination and efforts and activities to reduce it.

Retained and maximised income share for materials

Material collected for recycling is sold and the money received helps to reduce the overall cost of running waste services. There have been significant impacts upon material income in the past 10 years due to a global reduction in the value of recyclable materials. This means that there is decreasing funding available to reinvest into waste services.

Linking to the above priority options, improving recyclable material management through service changes and efforts to reduce contamination will indirectly retain and maximise the income share for materials across PI. Sampling of MRF inputs is undertaken to gauge the level of non-target material being delivered within dry recyclable streams, and thus performance is measured. This provides a focus on quality recycling and the need for partners to reduce their contamination rates to maximise income share.

EPR and DRS will ultimately affect this income share however the impact of this is not currently known. Less materials being collected and processed across the Partnership as a result of these schemes will however indirectly reduce the treatment costs paid by the waste disposal authorities. However, conversely there will be a loss of income where valuable materials are redirected elsewhere.

4.3 Waste Reduction

Although overall material tonnages have reduced over time, more still needs to be done across the partnership to drive down waste generation and contribute towards meeting national residual waste reduction targets. Waste prevention is top of the waste management hierarchy, is the most environmentally sound option and where the greatest gains can be made in terms of resource management. It incorporates reduction, reuse and repair initiatives. Waste reduction will be the most effective and efficient way of delivering waste services over the duration of the strategy, reducing treatment and landfill use, reducing climate change impacts and contributing to a cleaner, greener environment. Waste reduction also reduces waste collection and processing costs, helping deliver a cost-effective waste management service.

Development and delivery of waste prevention initiatives

This option continues to be a key priority for Members. PI partners will encourage and support residents to drive down the volume of waste that is produced through the development of appropriate initiatives. This is especially important given the number of housing developments and population growth in Hampshire, which will put further strain on services and increase the costs of waste collection and disposal.

We will develop the waste prevention plan as a driving tool, following further waste prevention guidance from Government; this will require engagement and commitment by all partners to drive the initiatives and ensure objectives are achieved. This plan will be regularly reviewed and updated to ensure its continued relevance to PI aims.

Waste reduction targets will help partners contribute and deliver on these initiatives, whilst recognising the challenges faced by some of the partners. Implementing initiatives requires agreement on funding, consistent messaging and resourcing, and responsible messages and engagement with residents at local levels will ensure local accountability.

Increased reuse from bulky waste

Material reuse is a key driver within the national strategy, ensuring circularity of resources. Reuse is defined as material that would otherwise be disposed or recycled which has its useful life extended through use for the same purpose without any additional processing. PI will endeavour to maximise reuse from bulky waste with third sector engagement where feasible.

All partners will work together to ensure that all opportunities are taken to maximise the diversion of bulky material out of the waste stream. As an example, by collecting, storing and managing items with the intention of reuse, we can reduce the amount of material that has to be disposed of through processing and treatment and provide residents with access to reused items at affordable prices.

Oxfordshire bulky waste case study

Local authorities in Oxfordshire have partnered with a local charity to deliver a combined bulky waste collection service. The partnership with Kathryn Turner Trust (KTT) has been a real success and the initial trial diverted more than 1.4 tonnes of material from landfill in the first six months. There is a call centre referral system, re-use collection organised with KTT, through the Biffa collection contract. The approach taken by South Oxfordshire and Vale of White Horse authorities in working with a local third sector re-use organisation, KTT, is both adaptive and new to Oxfordshire, and shows the benefits of collaboration and flexibility.

Continued promotion of home composting

Promotion of home composting has always been a key theme for PI and will continue to be a priority initiative under the waste prevention plan. Composting food and garden waste at home is the most sustainable use of waste, reducing carbon footprint as less waste needs to be transported away, processed and re-distributed.

The *Smart Living* waste prevention and lifestyle initiative promotes home composting from start to finish, including advertising where to buy a compost bin online and how to make your own bin or heap. There are also community champions who provide support and advice to any resident wanting to know more about home composting. There is an improvement opportunity for the partners to engage with the *Smart Living* initiative and expand and develop the programme further so all residents benefit from the resources available.

The Partnership recognises that uptake of this initiative requires engagement with the householders to encourage them to undertake home composting, which we will aim to deliver on in the drive to reduce waste.

4.4 Best Practice

We will continue to investigate and deliver on best practice within the waste management sector.

Zero waste to landfill

Zero waste to landfill is a key aspiration for Members, with landfill reduction also being a legislative driver and the least preferred option according to the waste hierarchy. In 2019/20 Hampshire County Council sent 5.37% of their municipal waste to landfill.⁴ There is now only one landfill site open in Hampshire for disposing of household waste and the only household waste currently landfilled is bulkier items delivered to recycling centres. PI partners will seek treatment of remaining, non-recyclable waste as well as reuse options to aim for zero waste to landfill and continuously monitor and measure their progress towards it.

Evaluation and introduction of alternative fuels for vehicles

An alternative fuel is an alternative to standard hydrocarbon-based vehicle fuels (diesel & petrol) such as electric, hybrid, biofuels or hydrogen. The need to consider alternative fuels is growing as local authorities look to address the climate emergency and reduce their carbon footprint, opting for low carbon transport options. Net zero emissions is also a legislative driver with the government looking to ban the purchase of diesel/petrol vehicles by 2030 to support this.

The cost of purchasing alternative vehicles remains high as it is an emerging market, but as more and more authorities look to purchase e-RCVs the cost is anticipated to reduce. The charging infrastructure is also costly to install. There are however long-term savings related to the lower cost of alternative fuels. The reduction in emissions in a move away from standard diesel vehicles will have a positive impact on air quality as well as carbon emissions.

PI partners will evaluate and discuss the introduction of low carbon transport options, whilst being mindful of the budgetary and contractual constraints that exist across the partnership. Adoption of vehicles will also be

The Use of Greener Fuels for Waste Collection

In late 2020 the London Borough of Islington became the first London Local Authority to deploy fully electric refuse collection vehicles (eRCVs) as part of an initiative to improve local air quality. The Borough Council introduced two 26t eRCVs to its fleet and is also seeking to reduce the overall size of its waste collection fleet.

The introduction of the electric RCVs was facilitated by a £3.5M development at the Council's Waste and Recycling Centre involving the installation of a new sub-station, high voltage supply and charging infrastructure for the electric vehicles.

In early 2021 the Greater Manchester Combined Authority committed £9.7M to purchase of 27 new eRCVs (approximately half of the Authority's collection fleet) following two years of successful trials. This believed to be the largest commitment of its type to date by a UK Local Authority and has been accompanied by a £880k investment in vehicle charging infrastructure at two of its depots. The deployment of the quiet, low emission eRCVs is expected to reduce greenhouse emissions by 900 tonnes per annum.

⁴ <https://www.gov.uk/government/statistics/local-authority-collected-waste-management-annual-results>

dependent on whether they are suitable to the geography of the area and the structure of collection rounds. Fleet conversions will ultimately be a local decision.

Identification and evaluation of alternative technologies

A number of alternative technologies exist for treating typical household wastes, all of which have a number of advantages, as well as disadvantages. Due to the existing contracts based on EfW technology it will not be financially viable to move away from EfW for the duration of the current contract, but PI will continue to keep a watching brief on alternative technologies for both MSW as well as the recycling fractions. Identification of the best solution for treating waste for Hampshire is a priority for the Partnership and this requires being mindful of the location of such technologies, treating waste at the highest level of the waste hierarchy as economically practicable, maximising diversion from landfill, reducing carbon emissions and balancing cost efficiency and waste management services.

Further consideration will be made towards opportunities to incorporate alternative technologies in the delivery of collection and waste processing services, identifying ways in which efficiency and cost savings could be achieved. By understanding material values we will consider the benefits from making changes to the MRFs to enable additional materials to be collected and processed.

4.5 Service Delivery

A number of strategic options will optimise the delivery of the waste management service across Hampshire.

Consistent, best practice approach to service provision

This option is a key priority for Members. A consistent approach to service provision aligns with the whole system thinking partnership approach discussed at the start, with benefits to the approach being realised through potential synergies and savings. In particular, PI partners will aspire to implement consistent side waste, clinical waste and contamination policies. A consistent service which provides best practice and consistent for flats and communal properties would also be beneficial for the partnership and residents. This will ensure messages across Hampshire are consistent with a clear system of segregation and collection for both operatives and residents. A consistent approach will improve the transparency of the service for residents with the potential for cross boundary savings and a central support system. The partnership will be mindful of local decisions that may prevent a consistent approach across all policies.

Improved and consistent communications campaigns

Communications are central to conveying messages to residents about the waste and recycling services and present an opportunity to increase resident engagement with services. Communications cut across a number of strategy areas and have an overarching impact on service delivery and performance – they should be output driven. PI partners will work to improve their communications and have a consistent, standardised approach for maximum impact county wide. This will include:

- consistent PI level messaging utilising 'Hampshire Recycles' initiatives; responsible messages will be presented at the local level to increase accountability, tailored to individual partner needs where necessary;
- development of a behavioural change communications plan; PI partners will challenge themselves, the wider community, including the private sector, and government by raising awareness and ownership of resource management issues to change society's attitude and behaviour towards maximising waste prevention, re-use and recycling;

- increase use of social media / technology to communicate and engage with residents about the service to increase impact of messaging;
- provide enhanced consistent communications to support residents in understanding the roll out of any new waste services.

By improving and standardising our communications campaign, we aim to increase correct use of the service, drive down waste tonnages and increase our recycling rate. Our approach will create synergies in the service with a significant impact upon whole system costs in the medium-long term.

Consistent approach to staff training

Following on with the consistency approach, PI partners will implement a consistent approach to staff training, both at operational and support staff levels. This will be centrally organised by the PI Executive with best practice training to include identifying contamination amongst other topics to improve performance county wide. We may be able to leverage better training costs if training is organised across county rather than at individual partner level, with better value for money, for example the Driver CPC Training organised by PI.

Increased cross boundary working

PI partners will look to increase cross boundary working through greater collaboration and sharing of services across partners, to make efficiencies and savings within the service and across the partnership.

Currently the majority of services are delivered within respective partner boundaries apart from a few contracts where this is allowed (e.g., Basingstoke & Deane and Hart where difficult access properties are serviced across border). There is opportunity for the principles to be expanded out across more boundaries to maximise efficiencies where circumstances and services allow (in the short and long term). We would look at opportunities to increase our cross-boundary services across the partnership including for example bulky waste service, clinical waste service and HWRC services and for the delivery of any future food waste collections, treatment and disposal system. Services would be easier to deliver together if they were aligned; cross boundary service delivery will allow for journey routes to be optimised, with potentially less vehicles on the road, as well as the sharing of knowledge and best practice. Cross boundary working will need to be coordinated with Hampshire County Council and Veolia to manage disposal points and ensure that any proposals were feasible, with agreements made on funding and allocation of tonnages across partners, and considering delivery lead authority, cost sharing arrangements, inhouse vs outsourced delivery and the location of the most appropriate depots and waste transfer stations.

Sharing of customer satisfaction surveys for the benefit of all partners

Where customer satisfaction surveys related to waste services are carried out, the outcomes will be shared with all partners to share knowledge with the aim to improve service delivery. This ensures the residents views are shared amongst the partners allowing for feedback and best practice to be more easily identified and implemented.

5. Action Plan

This JMWMS sets out the strategic direction for the Partnership and will be supported by a new operational partnership agreement and detailed action plan to take PI forward including meeting the requirements of the Environment Bill. We will collaboratively develop a detailed implementation plan based on the key objectives covered within the Strategy and PI partners will engage and agree on the approach to be taken going forward. A clear consensus is required by all stakeholders with collaboration, regular engagement and decision making necessary to ensure the implementation plan is realistic, achievable and reflects local needs and circumstances.

Implementation of the objectives will be vital for the Partnership in developing and ensuring a waste management service that is customer focused, delivers value for money and has sustainability incorporated throughout. The implementation plan once agreed will be managed by the PI Executive to setup any task and finish groups required for delivery of the plan, and to keep track of progress. Given the scale of the actions required to deliver the strategy, they will be prioritised, and all partners will be required to commit resources to assist with the delivery.

The table below sets out the key strategic actions that all PI Partners are signed up to by approval of this JMWMS, however it is not reflective of the final Action Plan:

Strategic Objective	Strategic Actions
Partnership Working	<ul style="list-style-type: none"> • Approval of the Joint Municipal Waste Management Strategy • Adopting a whole systems approach to waste services in Hampshire
Recyclables Material Management	<ul style="list-style-type: none"> • Commitment to move to a twin stream system for dry recyclables. • Commitment to reducing contamination of all waste streams through joint working.
Waste Reduction	<ul style="list-style-type: none"> • Support the aim of reducing waste in Hampshire. • Commitment to work together to increase the reuse of bulky waste.
Best Practice	<ul style="list-style-type: none"> • Commitment to reviewing and sharing best practice to improve both performance and service delivery.
Service Delivery	<ul style="list-style-type: none"> • Commitment to consistent communications to support service delivery across the partnership.

Appendix one: The strategic options considered

Engagement with key stakeholders across PI's partnering authorities was undertaken to identify and agree JMWMS aims and objectives. A series of engagement workshops were undertaken to firstly identify, and secondly assess options available to the Partnership, resulting in a short list of subjects to be incorporated into this JMWMS.

As support this process PI engaged Wood Group (Wood), a waste management consultancy, to review and update the JMWMS. Wood has previously supported the Partnership on a project identifying the most optimal service collection option; this has allowed the Partnership to plan for the implementation of a waste management solution for Hampshire and this current review builds on that work to develop a new forward looking JMWMS.

Identification of strategic options

The identification of strategic options commenced with a wide-ranging consideration of potential actions and activities that could be implemented in the management of waste; this resulted in an extensive longlist of options being identified, consisting of waste management options across areas including but not limited to:

- Waste collected (which materials are separated for recycling)
- Collection frequencies
- Waste containers (type and capacities)
- Recyclate separation at the kerbside (fully separate/two stream)
- Collection charges
- HWRCs
- Bulky waste
- Alternative fuels
- Waste treatment technologies
- Communications

Evaluation criteria were identified based on anticipated priority areas for the partnership, as well as fundamental criteria for appraising waste management services. This consisted of a number of criteria grouped into four main themes – financial, environmental, social and technical.

Officers workshop

During the PI Officers workshop, officers were presented the long list subjects and evaluation criteria for consideration and evaluation. Officers had the opportunity to identify any long list subjects that they believed should be removed from the list, and to capture any additional subjects that should be included. Where there was consistent feedback the long list was updated accordingly. A similar process was undertaken for the evaluation criteria.

Officers then scored each evaluation criterion based on level of importance. Scoring allocation ranged from 1 (least importance) to 4 (greatest importance). Officers were asked to carefully consider these criteria and ensure that they provided a spread of weightings to ensure differentiation between importance. This resulted in an average evaluation criteria score being developed.

Options appraisal

Following the Officer workshop, Wood independently evaluated the long list against the criteria. Wood undertook a qualitative assessment of whether the impact of the subject was anticipated to be positive, negative or neutral against the current position. Those deemed to have a positive impact scored positively. Any evaluation criteria that were not relevant to a subject were scored as a 0 (no impact). The average score for each criterion as identified at the Officers workshop was used by Wood in the assessment of the agreed long list subjects.

Following the scoring and weighting exercise the long list subjects were ranked, allowing a short list of between 15 and 20 subjects to be identified. Following discussions with the Partnership a number of subjects were consolidated and some subjects which ranked low were also incorporated into the short list to as they were identified as being of long-term priority / importance for PI, therefore requiring inclusion within the Strategy, e.g. 'Retained and maximised income share for materials', as well as subjects which shape future service change e.g. 'Introduction of two stream collections'.

Members workshop

The proposed shortlist of subjects was then considered at the Members workshop. The aim of the Members workshop was to gain input from Members on the suitability of the proposed short-listed subjects, and to gain an understanding of which subjects have a greater priority. Following discussion on each group, Members were asked to rank each subject within each group in order of priority; numbers between 1 and 5 were allocated to each of the subjects in each group, with no repeated numbers being allowed.

The final shortlisted subjects are presented below within their respective groupings:

- Group 1 – Partnership Working
 - Identification of external funding opportunities
 - Revision to PI funding arrangements
 - Development of and commitment towards revised JMWMS Implementation Plan
 - Whole system thinking at PI level
 - Setting agreed performance indicators and targets
- Group 2 – Recyclable Material Management
 - Introduction of two stream collections
 - Reduced contamination
 - Retained and maximised income share for materials
- Group 3 – Waste Reduction
 - Increased reuse from bulky waste
 - Development and delivery of waste prevention initiatives

- Continued promotion of home composting
- Group 4 – Best Practice
 - Zero waste to landfill
 - Evaluation and introduction of alternative fuels for vehicles
 - Identification and evaluation of alternative technologies
- Group 5 – Service Delivery
 - Improved and consistent communications campaigns
 - Consistent, best practice approach to service provision
 - Consistent approach to staff training
 - Increased cross boundary working
 - Sharing of customer satisfaction surveys for the benefit of all partners

There were a number of points raised by both the Officers and Members during the workshops that although not shortlist subjects they are still central to the JMWMS, and these are therefore referenced throughout.

CEMETERIES REGULATIONS REVIEW

1. RECOMMENDATIONS

- 1.1 That the Cabinet recommend to Council that the revised Cemeteries Regulations, be approved in order to fulfil the obligations of the New Forest District Council with regard to the 1977 Cemeteries order.

2. INTRODUCTION

- 2.1 The New Forest District Council's current Cemetery Regulations were last revised in April 2017 and are subsequently due a five-year revision (April 2022).
- 2.2 The Cemeteries Regulations provide regulation and standards for the management and administration of our cemeteries. They inform and provide guidance to all who have an active interest within our cemeteries. The Regulations also establish rules and codes of conduct in line with statutory burial law. The Regulations support the Cemeteries Service with all its operational responsibilities.
- 2.3 A copy of the new Regulations is attached as Appendix 1.

3. BACKGROUND

- 3.1 The Regulations are in addition to the provisions presented in the 'Local Authorities Cemeteries Order 1977 and any other appropriate regulations currently in force.
- 3.2 A Task and Finish Group considered the draft Regulations.

4. CONCLUSIONS

- 4.1 The 2021 regulations will be reviewed within 5 years of adoption and publication.

5. FINANCIAL IMPLICATIONS

- 5.1 The Regulations set out the Fees and Charges New Forest District Council will collect for cemetery services covered in the Regulations, over the next 5 years.

6. CRIME & DISORDER IMPLICATIONS

- 6.1 None.

7. ENVIRONMENTAL IMPLICATIONS

- 7.1 Cemeteries form part of an important resource of public owned and accessible open spaces which offer a variety of habitats that provide health and well-being as well as biodiversity opportunities.

8. EQUALITY & DIVERSITY IMPLICATIONS

- 8.1 New Forest District Council actively attempts to provide sections in their cemetery provision which cover all aspects of society, including aspects such as age, ethnicity and religious requirements, burials, cremated remains and woodland burials.

9. DATA PROTECTION IMPLICATIONS

9.1 None.

10. OVERVIEW AND SCRUTINY PANEL COMMENTS

10.1 The Community, Partnerships and Wellbeing Overview and Scrutiny Panel, at its meeting of 14 September 2021, was supportive of the recommendations.

11. PORTFOLIO HOLDER COMMENTS

11.1 I would like to thank the Officers and Task and Finish Group Councillors for reviewing our Cemetery Regulations. I recommend the updated Cemetery Regulations to the Cabinet.

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Background Papers:

None



Grounds and Street Scene Service

CEMETERY REGULATIONS

October 2021

Revision date due 2026

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1 Contents

2 Definition of Terms.....	5
Owner(s) / Holder(s) of an Exclusive Right of Burial	5
3 Introduction.....	7
3.1 Contact Details.....	8
4 General Regulations	9
4.1. Fees.....	9
4.1.1 Purchase of Exclusive Right of Burial.....	9
4.1.2 Interment Fees.....	10
5 Cemeteries	10
5.1 The Cemeteries.....	11
5.2 Cemetery Sections	12
5.2.1 Lawn Section	12
5.2.2 Cremated Remains Section	12
5.2.3 Woodland Ornamental Section	12
5.2.4 Children’s Sections.	13
5.2.5 Traditional / Romany Gypsy / Travellers Section.....	13
5.2.6 Burial Plots Requiring 2 Grave Spaces Section	14
5.2.7 Memorial Garden	14
6 Management of the Cemeteries.....	14
6.1 Cemetery Operation	14
6.2 Admission to the Cemeteries.....	15
7 Administration for Interment.....	16
7.1 Booking an Interment	16
7.2 Certificates for Interment	17
7.3 Coffins and Caskets	17
8 Procedures for Interment	18
8.1 Hours of Interment.....	18
8.2 Allocation of New Interment Plot.....	18
Burial Plots (including children’s graves and Woodland cremated remains plots)	18
8.2.1 Cremated Remains Plots	19
8.3 Excavation of Interment Plots.....	19
8.3.1 Burial plots (excluding children’s graves within the Children’s’ Section)	19
8.3.2 Cremated Remains Plots (including Woodland cremated remains plots)	20
8.3.3 Children’s Sections	20

8.4 Re-opening of Interment Plots	20
8.4.1 Burial Plots.....	20
8.4.2 Cremated Remains Plots	20
8.5 Cremated Remains	21
8.5.1 Cremated Remains within Purchased Burial and Ashes Plots.....	21
Cremated remains without a casket are permitted below ground within all purchased burial and cremated remains plots, subject to space availability.	21
8.5.2 Cremated Remains within the Memorial Garden	21
8.6 Exhumation	21
9 Burial Plot Ownership and Burial Rights.....	21
9.1 Purchasing the Exclusive Right of Burial	22
9.2 Transfer or Assignment of Exclusive Right of Burial	23
9.3 Lost or Mislaid Exclusive Right of Burial	23
9.4 Surrender a Burial Plot with an Exclusive Right of Burial	23
9.5 Change of Address or Name Change.....	23
9.6 Unpurchased Burial and Cremated Remains Plots.....	24
10 Erecting and Maintaining a Memorial	24
10.1 Authorisation to Erect and Maintain a Memorial.....	24
10.2 Applying and Approval of Memorial Applications	24
10.2.1 Memorial Stone Application	24
10.2.2 Memorial Plaque, Plinth and Vase for Burial and Cremated Remains Plots within Woodland Ornamental Sections Application	25
10.2.3 Memorial Plaque within Memorial Garden Application	25
10.3 Permitted Memorials	26
10.3.1 Burial plot within Lawn Sections.....	26
10.3.2 Burial plot within Children’s Sections.....	26
10.3.3 Burial plot within Traditional / Romany Gypsy / Traveller Sections	26
10.3.4 Cremated Remains Sections.....	27
10.3.5 Burial and Cremated Remains plots within Woodland Ornamental Sections	27
10.3.6 . Memorial Garden	27
10.4 Owner(s) of Exclusive Right of Burial Memorial Responsibility	27
10.5 Registered Stonemasons and Funeral Directors Responsibility.....	28
10.6 Removal of a Memorial for Access	28
10.7 Memorial Inspection and Rights of the Cemeteries Service	29
11 Memorabilia	29
11.1 Permitted Memorabilia.....	29

11.1.1 Burial plot within Lawn Sections.....	29
11.1.2 Burial plot within Children’s Sections.....	29
11.1.3 Burial plot within Traditional / Romany Gypsy / Traveller Sections	29
11.1.4 Cremated Remains Sections.....	30
11.1.5 Burial and Cremated Remains plots within Woodland Ornamental Sections.....	30
11.1.6 Memorial Garden	30
11.2 Unauthorised Memorabilia.....	30
11.3 Owner(s) of Exclusive Right of Burial Memorabilia Responsibility	31
11.4 Removal of Unauthorised Memorabilia.....	31
11.5 Removal of Memorabilia for Access	31
11.6 Seasonal Memorabilia	32
12 Appendices.....	1
12.1 Appendix 1a	1
12.2 Appendix 1b	2

2 Definition of Terms

Application - A request made on the Council's prescribed form.

The Council - New Forest District Council.

Cemeteries - All cemeteries coming under the control of New Forest District Council and as identified at Section 5.1 below.

Cemeteries Service or Office - The Council department responsible administering and maintaining the Cemeteries for both burial and the interment of ashes.

Cemeteries Representative: Is any member of staff appointed by the Council Service Manager to carry out Cemeteries administration or supervision work on behalf of the Council.

Exclusive Right of Burial (EROB) - An agreement between the Council and the elected Holder(s) / Owner(s) of an interment plot giving them the Right to open the plot and install a memorial stone. The terms *Holder(s)* and *Owner(s)* relating to the Exclusive Right of Burial will be used interchangeably within these Regulations.

Owner(s) / Holder(s) of an Exclusive Right of Burial – All Owners / Holders are elected upon Purchase of the interment plot or during Transfer of Exclusive Rights. During the interment plot Ownership of Rights tenure, changes in Ownership are permissible through Assignment of Rights.

Exclusive Right of Burial Deed of Grant – The legal document which records the purchase of the Exclusive Right of Burial, lists the Deed of Grant unique number, the Holder(s) / Owner(s) and interment plot details.

Transfer of Exclusive Right of Burial – The act of transferring the Exclusive Right of Burial for the remaining years on the Deed of Grant when the Holder of the Exclusive Right of Burial is deceased.

Assignment of Exclusive Right of Burial - The act of assigning the Exclusive Right of Burial for the remaining years on the Deed of Grant upon instruction from the Holder(s) / Owner(s) of the Exclusive Right of Burial. Assignment of Exclusive Right of Burial also applies to Transfers when clarifying proposed elected new Holder(s) / Owner(s).

Statutory Declaration – A Statutory Declaration is a written statement of fact that is signed in the presence of a Solicitor or a Commissioner for Oaths. The Council's Cemeteries Service uses Statutory Declarations with EROB Transfer cases and other instances requiring a prescribed declaration.

Interment – The act of burying within a burial or a cremated remains plot.

Family Organised Interment – A burial or cremated remains interment organised directly through the Cemeteries Office with the appropriate completed paperwork.

Children's Funeral Fund for England – A scheme to provide funding for the fees charged for a cremation or burial of a child under the age of 18 or stillborn after the 24th week of pregnancy as stipulated in the 2019 Regulations (CFFE Regulations).

Interment plot – An interment plot is a space assigned for burial and / or cremated remains.

Burial Plot – A burial plot is assigned for burial and cremated remains. A burial plot is also known as a grave. Both terms will be used interchangeably within these Regulations.

Cremated Remains Plot – An interment plot assigned for cremated remains only.

Woodland Grave - An interment plot assigned for burial and / or cremated remains located within the Woodland Ornamental Section of a cemetery.

Common Grave – A common grave is a burial plot which has not been purchased upon or after interment and is owned by NFDC.

Statutory Inspection - Statutory Inspections involve the testing of memorials to assess their safety and risk level. The inspection process is also known as tople testing. Mandatory inspections are periodically carried out by the Cemeteries Service, in line with the recommendations stated in *Article 16.1 of The Local Authorities' Cemeteries Order 1977*.

Stonemasons and Funeral Directors Registration Scheme – Stonemasons and Funeral Directors who are Registered with the Council permitting them to undertake works within the Cemeteries. A list of the Registered Stonemasons and Funeral Directors are available on the Cemeteries Service website or can be requested from the Cemeteries Office.

Memorial – A memorial is a permanent, fixed, typically inscribed, structure used to memorialise the person(s) interred. Memorials permitted may include memorial headstones, kerb-sets and integrated floral tributes. All memorial installations are subject to Application and approval.

Memorial Application - A request to install a memorial at one of the Cemeteries; made on one the Council's prescribed application form.

Memorabilia – Memorabilia are portable commemorative objects which are not fixed to the main interment plot's memorial. Memorabilia are not subject to Application; however, only authorised memorabilia are permitted (see 10.3).

Selection Fee – Selection Fee applies to all newly purchased graves and woodland cremated remains plots if the next in line plot is not the preferred choice and an alternative is purchased. A Selection Fee does not apply to specifically chosen cremated remains plots (see 8.2.1).

Memorial Garden – Interment of ashes below ground without a casket.

Dependent living needs – An individual who needs care and assistance is classified as having dependant living needs.

Independent living needs – An individual who is able to care for themselves is classified as having independent living needs.

BRAMM - British Register of Accredited Memorial Masons Scheme is a network of nationally accredited businesses and registered fixers.

NAMM – National Association of Memorial Masons Scheme is a network of nationally accredited businesses and registered fixers.

3 Introduction

The following Cemetery Regulations are intended for all parties with an affiliation with the Cemeteries Service and the Cemeteries.

The Cemeteries Service administers and maintains cemeteries for both burial and the interment of ashes.

The New Forest District Council Cemetery Office is committed to providing an excellent customer service to the bereaved. The Service includes:

Interment bookings

Memorial applications

Purchase and Legal Transfer of the Exclusive Right of Burial and

Enquiries relating to all Cemeteries which are administered by the Council.

The Service of Interment includes the administration for the booking of the interment, the preparation and completion of the interment at the time of committal, and the maintenance of statutory registers and records post interment.

There are no restrictions on who can be interred within the Cemeteries provided by this Council; however, the Council implement a 50% discount for New Forest Residents for all Cemeteries Service fees. See 4.1 for further clarification.

The Council Regulations have been formulated to ensure the Cemeteries remain well maintained and pose no safety risk to either visitors or operatives. The Regulations should, therefore, be observed at all times.

The Service Manager's decision shall be final in all matters relating to the management of the Cemeteries.

Members of our staff and cemetery representatives have the right to work and carry out their duties in an environment free from violence, threatening or abusive behaviour. Any form of abuse, including but not limited to, verbal, physical and electronic, on any grounds such as gender, sexual orientation, race, religion or belief, age, or disability, will not be tolerated under any circumstances. Should any such behaviour be displayed by any person, they will be required to leave the premises immediately and reported to the police."

3.1 Contact Details

For Cemeteries enquiries, please contact the Cemeteries Office by email at cemeteries@nfdc.gov.uk or www.nfdc.gov.uk . You may also contact the Office on 023 8028 5952.

The Cemeteries Office will be open for business as per the times published on the Cemeteries website.

The Cemeteries Office is not open on Saturdays, Sundays, Christmas Day, Boxing Day, Good Friday, Public Bank Holidays, or any other day when the Council Offices are closed.

Information notice boards are placed at the entrance to each Cemetery with the contact email address, telephone number and address of the Cemeteries Office.

4 General Regulations

These Regulations are in addition to the provisions presented in *the Local Authorities Cemeteries Order 1977* and any other appropriate Regulations currently in force. These Regulations supersede any previous Regulations in place.

4.1. Fees

A copy of the current Fees and Charges is available from the New Forest District Council Cemeteries Service website www.nfdc.gov.uk. Details may also be obtained by contacting the Cemeteries Office during the Office opening hours or emailing on cemeteries@nfdc.gov.uk. Please see 3.1 for contact details.

Fees and Charges for the Cemeteries Service will be determined by the Council annually and will take effect from 1 April each year.

Fees and Charges are payable in advance. The Council does not currently provide a payment plan service.

At the time of booking there will be no fees payable for interments under 18 years as it is the responsibility of the Council to reclaim these fees under the Children's Funeral Fund. This fund is resourced by Central Government. Interments for children before the 24th weeks of pregnancy should be discussed with the Cemeteries Office and Service Manager.

4.1.1 Purchase of Exclusive Right of Burial

See 12.1 for Fees and Charges Flow Chart

Resident fees apply to:

A current resident of the New Forest District

A non-resident Purchase of an Exclusive Right of Burial for a resident of the New Forest

A previous resident who has relocated due to dependent living needs and

A previous resident who has relocated due to independent living needs but lived in the District for at least 10 years prior to relocation.

Non-resident fees apply to:

A non-resident of the New Forest District and

A previous resident who has relocated due to independent living needs and lived in the District for less than 10 years.

4.1.2 Interment Fees

See 12.2 and Appendix 1b for Fees and Charges Flow Chart

Resident fees apply to:

A current resident of the New Forest District

A previous resident who has relocated due to dependent living needs

A previous resident who has relocated due to independent living needs, but lived in the District for at least 10 years prior to relocation and

A purchased a burial or cremated remains plot as a resident.

Non-resident fees apply to:

A non-resident of the New Forest District and

A previous resident who has relocated due to independent living needs and lived in the District for less than 10 years.

Under exceptional circumstances, the Council reserves the Right to implement Resident fees to *non-residents*. All decisions will be final and are at the discretion of the Service Manager.

Proof of residency is required to support Resident Fees claims and need to be submitted with all Application requests. In cases where proof of residency is unattainable, a Statutory Declaration for Proof of Residency must be completed; otherwise Non-Resident Fees will be incurred.

5 Cemeteries

The Council's Cemetery Regulations form the basis for the management and administration of the Cemeteries and are designed to ensure a safe and pleasant environment and provide information to visitors and Exclusive Right of Burial Holders.

Information notice boards are placed at the entrance of the Cemeteries which contain cemetery management and maintenance notices, cemetery section maps and latest news updates.

In its management of the Cemeteries the Council will be considerate of all wildlife and naturalised flora.

5.1 The Cemeteries

The following Regulations applies to all the Cemeteries under the administration of the Council, and are sited at the following locations:

Beaulieu Cemetery, Grindingsstone, Lodge Lane, Beaulieu, SO42 7XP

Blackfield Cemetery, Exbury Road, Blackfield, SO45 1XE

Calshot Cemetery, Calshot Road, Calshot, SO45 1BP

Eling Cemetery, Eling Hill, Eling, SO40 9HE

Lymington Cemetery, Highfield Road, Lymington, SO41 9JL

Milford Road Cemetery, Milford Road, New Milton, BH25 6PN

New Milton Cemetery, Gore Road, New Milton, BH25 6RR

Sway Cemetery, Brighton Road, Sway, SO41 6EB

These Regulations also apply to the closed cemeteries currently maintained by the Council. The Council is responsible for the maintenance and inspection of the grounds, trees, and boundaries, and is required to undertake statutory inspections and testing of memorials.

Beaulieu, and Lymington Cemeteries each have a small chapel in which a service can be held prior to an interment taking place. Chapel use is subject to availability with agreement from the Service Manager.

We do not provide interment space for vault burials or any interment above ground; this includes the scattering of cremated remains.

A number of our cemeteries have a Woodland Ornamental Section which allows provision for both burial and cremated remains. Our website lists our current cemeteries with this provision www.nfdc.gov.uk.

Cars, vans and motorbikes are permitted in Calshot, Eling, Lymington and Sway Cemeteries, these vehicles must remain on the main drives provided at all times.

Gravel and grass footpaths are for pedestrians and for vehicles assisting those with limited mobility only; cars, vans and motorbikes are prohibited on these access routes.

Pedestrian and access for those with disabilities is available at all cemeteries.

5.2 Cemetery Sections

5.2.1 Lawn Section

With the exception of some older sections, the Cemeteries are predominantly organised as *Lawn Cemeteries*. The Lawn Sections are designed; with a memorial stone of a standard size at the head of the grave leaving the remainder of the grave laid to lawn. Floral tributes may be placed in the area immediately in front of the permitted memorial stone, but not exceeding 400mm beyond the base of the memorial. For a more detailed memorial description see 10.3.1.

It is the responsibility of the Owner(s) of the Exclusive Right of Burial to organise the removal of the memorial headstone to facilitate any subsequent interment within the purchased burial plot and to meet the costs for its removal and replacement. A Registered stonemason must be used to undertake the removal. Applications must be made in writing to the Council when re-erecting /amended memorial headstones. See 10.2.1 for more information.

In designated Lawn Sections, no memorabilia, edging stones or ornamental fencing of any type, is permitted on any grave. For a more detailed memorabilia description see 11.1.

Lawn Section burial plots may provide space for two burials, at double and single depth, six subsequent interments of cremated remains in caskets and a further set of six ashes without caskets below ground.

All graves will be dug at double depth; the ground and weather conditions at the time of interment will dictate whether this is achievable. Single depth new graves will be dug if a double depth is not achievable or if specifically requested at time of booking.

5.2.2 Cremated Remains Section

Authorised memorial stones are only permitted to be installed in this section. For a more detailed memorial description see 10.3.4.

A cremated remains plot may provide space for four interments of cremated remains in caskets and a further two sets of ashes without caskets below ground.

To ensure the optimum number of cremated remains interments, casket dimensions should not exceed 9 inches (220mm) in height, 12 inches (305mm) in length and 9 inches (220mm) in width.

It is the responsibility of the Owner(s) of the Exclusive Right of Burial to organise the removal of the memorial stone to facilitate any subsequent interment within the purchased cremated remains plot and incur charges for its removal and replacement. A Registered stonemason must be used to undertake the removal. Applications must be made in writing to the Council when re-erecting amended memorial stones See 10.2.1 for more information.

5.2.3 Woodland Ornamental Section

Woodland burial and cremated remains plots are available in all Woodland Ornamental Sections.

Woodland Ornamental sections are designed to emulate a natural woodland setting with a predefined planting scheme of native tree and shrub species, and British native bulbs. All plantings are provided, planted and maintained by the Council; memorial trees or shrubs are not available for personal memorabilia purchase.

The Woodland Ornamental sections undergo a planned scheme of continual conservation management within and around existing burial and cremated remains plots, taking consideration not to impinge on existing interments.

Plant species are chosen to maximise longevity and successful establishment to maturity, and benefit wildlife and other flora

In keeping with the ethos of woodland burial grounds, memorials and items of personal memorabilia are restricted to a memorial plaque mounted on a plinth with a cut flower container. Subsequent memorial plaques will be mounted on the plinth of the first interment.

Woodland Ornamental Section burial plots may provide space for a single depth burial, six subsequent interments of cremated remains in caskets and a further six cremated remains without caskets below ground.

Woodland Section cremated remains plots may provide space for up to twelve interments of cremated remains in caskets.

Coffins and caskets within the Woodland Ornamental Section must only be made from biodegradable materials. These include wood, cardboard, shroud, wicker, bamboo, and biodegradable veneers. Non-biodegradable materials are not permitted. These include veneers, plastics or anything which will not degrade naturally. For further information, consult *Natural Burial Grounds, Guidance for Operators* issued by the Ministry of Justice (2009).

Embalming or the utilisation of other non-environmentally safe substances is not permitted for Woodland Ornamental Section burials

5.2.4 Children's Section

These sections are for children only. For a more detailed memorial description see 10.3.2. Children's burial plots will not exceed 4 feet (1220mm). Other sections are available for graves over 4 feet (1220mm).

Full-size graves are available for use as family plots in the Lawn Section, the Woodland Ornamental Section, the Traditional Section, and the Cremated Remains Section.

A child is a person of 17 years or younger.

At the time of booking there will be no fees payable as it is the responsibility of the Council to reclaim these fees under the Children's Funeral Fund, which is funded by Central Government. Interments for children before the 24th weeks of pregnancy should be discussed with the Cemeteries Office.

5.2.5 Traditional / Romany Gypsy / Travellers Section

Conventionally located within the older areas of the Cemeteries, these sections permit the authorised installation of traditional memorial stones and stone kerb-sets.

It is the responsibility of the Owner(s) of the Exclusive Right of Burial to remove the kerb-set to facilitate any subsequent interment within the purchased burial plot and to meet the costs for its removal and replacement. Applications must be made in writing to the Council when re-erecting amended memorial headstones See 10.2.1 for more information.

Romany Gypsy and Travellers Burial Sections are available within specific cemeteries; these sections permit the authorised installation of traditional memorial stones and kerb-sets. For a more detailed memorial description see 10.3.3.

Traditional / Romany Gypsy / Travellers Section burial plots may provide space for two burials at double and single depth, six subsequent interments of cremated remains in caskets and a further six of ashes without caskets below ground.

5.2.6 Burial Plots Requiring 2 Grave Spaces Section

These Sections consist of burial plots requiring 2 grave spaces to allow for the Interment of uncoffined burials, coffins which exceed the standard burial plot capacity or any other Interment which requires a non-standard burial plot.

A memorial stone of a standard size at the head of the grave leaving the remainder of the grave laid to lawn is permitted. Floral tributes may be placed in the area immediately in front of the permitted memorial stone, but not exceeding 400mm beyond the base of the memorial. For a more detailed memorial description see 10.3.

It is the responsibility of the Owner(s) of the Exclusive Right of Burial to remove the memorial headstone to facilitate any subsequent interment within the purchased burial plot and meet the costs for its removal and replacement. Applications must be made in writing to the Council when re-erecting amended memorial headstones See 10.2.1 for more information.

No memorabilia, edging stones or ornamental fencing of any type, is permitted on any grave. For a more detailed memorabilia description see 11.1.

Burial Plots Requiring two Grave Spaces Section burial plots, may provide space for two burials at double and single depth, and if required, six subsequent interments of cremated remains in caskets and a further six sets of ashes without caskets below ground.

5.2.7 Memorial Garden

Ashes without casket may be interred below ground within the designated area of the Memorial Garden.

In keeping with the ethos of the section, items of memorabilia are restricted to a memorial plaque mounted on the memorial rail around the memorial garden. The memorial plaque is positioned next in line.

6 Management of the Cemeteries

6.1 Cemetery Operation

Cemeteries maintenance operation which includes grass cutting, landscape planting management, the upkeep of flower beds and borders and any other routine cemetery grounds work, will be carried out by the Council, at a frequency determined by the Council and subject to weather conditions.

The Cemeteries Service will endeavour to reinstate all newly excavated burial plots after an interment, subject to weather conditions and to the season appropriate for these works being undertaken.

The reinstatement of burial plots within Lawn Sections shall include the levelling and seeding or turfing the grave surface, weather permitting.

The reinstatement of burial plots within Woodland Ornamental Sections shall include the levelling and seeding or turfing the grave surface and include bulb planting.

All plantings and burial plot maintenance are the responsibility and undertaken by the Council.

The Council reserves the Right to disconnect the water supply during the winter months to avoid freezing and burst pipes, or when the tap is defective and requires remedial works.

The Council reserves the Right to change the appearance of any of the Cemeteries as part of the Council's routine cemeteries maintenance operations and development schemes.

6.2 Admission to the Cemeteries

All persons shall conduct themselves in a respectful and orderly manner and are reminded of *Article 18.1, Offences in Cemeteries, of The Local Authorities' Cemeteries Order 1977* whereby

No person shall:

- a) wilfully create any disturbance in a cemetery*
- b) commit any nuisance in a cemetery*
- c) wilfully interfere with any burial taking place in a cemetery*
- d) wilfully interfere with any grave or vault, any tombstone or other memorial, or any flowers or plants on any such matter or*
- e) play at any game or sport in a cemetery.*

All persons contravening any of the above provisions *shall be liable on summary conviction to a fine not exceeding £100 and in the case of a continuing offence to a fine not exceeding £10 for each day during which the offence continues after conviction therefore (Article 19, Penalties, of The Local Authorities' Cemeteries Order 1977).*

All Fireworks, sky lanterns, balloons, naked flames, or any other airborne paraphernalia are not permitted as they are a safety concern to cemetery visitors, Cemeteries Representatives, and wildlife. This activity treated as an offence contravening *The Local Authorities' Cemeteries Order 1977.*

The Cemeteries are open to the public daily; local restrictions to pedestrian access may apply.

The Council reserves the Right to temporarily close public access to the Cemeteries or any part of a cemetery at any time without notice.

On sites that have provision for vehicular access (see 5.1), a speed limit of 5mph is in operation in all the Cemeteries and applies to all modes of transport without exemption. No vehicle is to be left in a position so as to cause an obstruction to pedestrians or other traffic.

All persons entering the Cemeteries do so at their own risk. The Council shall not be liable (except in respect of personal injury or the death of a person caused by the Council's negligence) for any loss, injury or damage sustained regardless of the form of action, whether in contract, tort (including negligence and breach of statutory duty), strict liability or otherwise.

In the interest of safety and respect, cyclists are requested to keep to the main pathways.

Dogs are permitted within the Cemeteries providing they are on a lead and are kept under proper control at all times. All dog fouling must be removed immediately in the appropriate manner and disposed of in the bins provided. Failure to clean up after your dog can result in a fine.

Visitors are requested to deposit litter, spent flowers and other unwanted items in the bins provided.

Damage caused to any boundary wall, fence, ground, paths, memorial, or to any other part of the Cemetery must be repaired to the satisfaction of the Service Manager by the party causing the damage. Details of these repairs should be submitted in writing to the Service Manager for approval prior to these works being carried out.

No person shall interfere with the Council employees in their duties nor seek to employ them to plant graves or execute any private work whatsoever.

All enquiries, complaints, and requests by members of the public should be made to the Cemeteries Office.

7 Administration for Interment

Completion and submission of a Notice of Interment form is mandatory with all interments within all Cemeteries.

Unauthorised interment of ashes is not permitted. Prior to the interment of any ashes, permission from the Cemeteries Office should first be sought by completion and submission of a Notice of Interment form.

All fees and charges must be paid at the time of application, prior to the interment taking place, in accordance with the scale of fees. All payments should be made to the New Forest District Council.

The Council reserves the Right to charge a fee for cancelled or postponed Interments.

7.1 Booking an Interment

A provisional telephone booking must be made through the Cemeteries Office prior to the submission of any formal papers and / or payment of fees, to ensure the requested date and time is available.

To secure Interment bookings, the Council's Notice of Interment form must be completed in full and signed, by all the Owners of the Exclusive Right of Burial or the Applicant(s) for the Exclusive Right

of Burial. Completed forms, together with Certificates for Interment and payment, need to be received by the Cemetery Office at least 2 working days prior to the Interment date.

In all cases the Grantee(s) or Successor(s) must sign the declaration on the Notice of Interment form to agree to comply with these Cemetery Regulations.

No paperwork is to be handed to the Council's Cemeteries Team on the day of Interment.

Notice of Interment and relevant forms and information are available on the Cemeteries website. Further advice and assistance on this procedure can be obtained by contacting the Cemeteries Office during Office hours or by email.

The Council advises families to contact a chosen Council Registered Funeral Director before proceeding with all family organised burial and cremated remains interments; all booking requirements apply. All family organised interments are subject to approval from the Service Manager.

All additional cremated remains interments must be declared at the time of the booking for the Burial Interment. A separate Notice of Interment form for each additional cremated remains interment will need to be completed.

7.2 Certificates for Interment

The relevant certificate from the Registrar of Births and Deaths, or the Coroner or Crematorium, must accompany the Notice of Interment. No interment, including family organised interments will take place unless the Certificate for disposal is produced at least 2 working days prior to the Interment date.

If an interment is to take place in a burial or cremated remains plot for which the Exclusive Right of Burial has been purchased the Deed of Grant for the Exclusive Right of Burial must be produced as proof of Ownership. If this is mislaid, a Statutory Declaration for a Lost Document needs to be completed whereby instructing the reissue of a lost Deed of Grant.

When the Owner of the Exclusive Right of Burial is deceased, the Executor(s) or next of kin should arrange for the Ownership to be Transferred to the entitled legal Owner(s). Further advice and assistance may be obtained by contacting the Cemeteries Office.

With all family organised burial interments, the additional Council supplied Method Statement and Statutory Declaration will need to be completed and accompany the standard mandatory certificates outlined above.

7.3 Coffins and Caskets

The exact maximum external coffin or casket sizes must be measured and specified in inches, and must include the handles, if applicable. These exact measurements must be declared on the Notice of Interment form. No measurement allowances are permitted.

Incorrect measurements are the responsibility of the Funeral Director or the person completing the Notice of Interment form with family organised interments. Inaccurate measurements may engender

issues at the time of interment. In exceptional circumstances, inaccurate coffin or casket measurements may incur a penalty.

All coffin and casket sizes will determine the number of all subsequent interments.

With burial interments, coffins needing more than one burial plot space will require the purchase of two burial plots

8 Procedures for Interment

All burial and cremated remains interments are committed and registered to the requirements as laid out in *The Local Authorities' Cemeteries Order 1977*.

Animal interments are not permitted within the Council's Cemeteries.

8.1 Hours of Interment

Interments may only take place in accordance with these Regulations, subject to availability and between the hours published on the Cemeteries website.

Hours of Interment are subject to change and are at the discretion of the Service Manager.

By prior arrangement and subject to availability, interments may take place on Saturdays; however, additional charges will be incurred.

No burials may take place on Sundays, Bank or other Public Holidays or any other day the Council Offices are closed. In exceptional circumstances, interments may take place during these periods are at the discretion of the Service Manager. Additional charges will be incurred.

8.2 Allocation of New Interment Plot

Burial Plots (including children's graves and Woodland cremated remains plots)

Allocation of next in line burial plots, within open phased area, is subject to availability and in all cases shall be at the discretion of the Service Manager.

If requested at the time of booking the interment, new graves may be available for selection when the next in line grave is not the preferred choice. Selection may be possible in the open phased areas. Selection choice is subject to the approval of the Council and payment of the appropriate fee. Burial plots will not be available for Selection in areas not currently active.

Some cemeteries contain sections which are segregated by religious denominations. Specific requirements should be made at time of booking. Requesting a preferred section will not incur a Selection Fee.

Traditional / Romany Gypsy / Travellers Sections are available within selected Cemeteries (See 5.1); these Sections permit alternative burial preferences other than within the Lawn Cemetery. Requesting this preferred Section will not incur a Selection Fee. Burial plot Selection may be available, subject to the approval of the Council and payment of the appropriate fee.

Woodland Ornamental sections are available within selected Cemeteries (See 5.1); these sections provide for a more natural interment. Selection of a burial plot type will not incur a Selection Fee, but specifically chosen graves, which are not next in line, will incur a Selection Fee.

8.2.1 Cremated Remains Plots

Allocation of next in line cremated remains plots are subject to availability and in all cases shall be at the discretion of the Service Manager.

If requested at the time of booking the interment, new cremated remains plots may be available for Selection when the next in line plot is not the preferred choice. Selection choice is subject to the approval of the Council. Selection of cremated remains plots does not incur a Selection Fee. Cremated remains plots will not be available for Selection in areas which are not open phases.

8.3 Excavation of Interment Plots

All burial plots shall be prepared and completed by persons employed by the Council.

All burial and cremated remains plots are excavated to the requirements as laid out in Part 1 of Schedule 2 to *The Local Authorities' Cemeteries Order 1977*.

8.3.1 Burial plots (excluding children's graves within the Children's' Section)

All new burial plots for persons above 17 years of age shall be prepared at double depth, subject to the ground conditions at the time of interment, allowing for two burials to take place in each grave space (See Section 3 Cemeteries Sections for grave capacities 5.2).

All new burial plots when the first interment is for a child (a person 17 years and under) shall be dug to a depth as requested by the Family and the Family's future requirements. Double depth interments are subject to the ground conditions at the time of interment.

With single depth graves, the top of the coffin will be at a depth of no less than 3 feet (900 mm) below the level of the ground adjoining the grave.

Where a burial has taken place, the grave shall be entirely backfilled and made tidy on the day of the interment and will be continually topped-up with soil until settlement ceases. As soon as practical, the burial plot will be seeded or turfed. Once the turfing has taken place, the turf shall not be removed except for additional interments, exhumations, or the placing of authorised memorials. Removal of turf, for reasons other than previously stated, will entitle the Council to take proceedings to recuperate the cost of replacing the said turf.

With double depth burials, if conditions at the time of the first interment prevent the deeper grave, alternative arrangements may be required. An alternative, more suitable, burial plot may be

available. An additional adjacent burial plot may need to be purchased to accommodate two burials when double depth burials are unattainable.

8.3.2 Cremated Remains Plots (including Woodland cremated remains plots)

Unless otherwise stated at the time of booking the interment, all new cremated remains plots shall be excavated at double depth, subject to the casket size, allowing for two cremated remains interments at double depth and two cremated interments at single depth.

8.3.3 Children's Section

All graves for within the Children's Section shall be excavated at single depth only. All graves are a maximum of 4 feet in length.

8.4 Re-opening of Interment Plots

8.4.1 Burial Plots

Graves may be re-opened for further interments, subject to space availability.

Reopened graves will be prepared at single depth.

No burial interment shall take place in a re-opened grave unless the coffin is separated from the coffin already in that grave by the means of a layer of earth no less than 6 inches (150 mm) thick.

If the layer of earth is calculated to be less than 3 feet from the top of the coffin to ground level, a concrete capstone / slab will be required to permit the interment at single depth.

No person shall disturb any human remains or remove any soil that may be contaminated. After the Interment has been committed to the ground it shall not be removed or otherwise disturbed except for lawful exhumation, by Licence and / or Faculty, or by the Order of a Coroner. This includes disturbing the earth / turf following the interment of ashes.

8.4.2 Cremated Remains Plots

Reopened single depth cremated remains plots will be excavated at single depth, providing for two cremated remains interments in caskets.

No person shall disturb any human remains or remove any soil that may be offensive. After a casket has been committed to the ground it shall not be removed or otherwise disturbed except for lawful exhumation, by Licence and / or Faculty, or by the Order of a Coroner. This includes disturbing the earth / turf following the interment of ashes.

8.5 Cremated Remains

8.5.1 Cremated Remains within Purchased Burial and Ashes Plots

Cremated remains without a casket are permitted below ground within all purchased burial and cremated remains plots, subject to space availability.

The Cemeteries Service will remove a small area of turf from a previously purchased grave, including Woodland cremated remains plots, providing for an area for the cremated remains. The turf will be replaced over the remains to complete the interment.

The act of the interring of the ashes is the responsibility of the authoritative person(s) instructing the ashes interment. The persons employed by the Council will not commit the ashes during the interment.

The location of cremated remains will be recorded within the Cemetery Registers and records.

8.5.2 Cremated Remains within the Memorial Garden

The interment of ashes within the area of the Memorial Garden may only be below ground and in areas designated by the Council for this purpose (See **Error! Reference source not found.**).

The act of interring the ashes is the responsibility of the authoritative person(s) instructing the ashes interment. The persons employed by the Council will not commit the ashes.

8.6 Exhumation

After interment, no body or cremated remains may be removed from a burial or cremated remains plot without the production of an ecclesiastical Faculty and / or Home Office Licence for exhumation required by law. Original documents will be required for this purpose.

All burial and cremated remains exhumations must adhere to *The Local Authorities' Cemeteries Order 1977*.

9 Burial Plot Ownership and Burial Rights

The Exclusive Right of Burial entitles the registered Owner(s):

To be interred in the burial or cremated remains plot, subject to space availability (See 5.2 for plot capacities)

To determine who is to be interred within the said burial or cremated remains plot, subject to space availability and

To apply for the Right to erect a memorial on the burial or cremated remains plot, in accordance with the Regulations.

Purchasing the Exclusive Right of Burial, however, does not extend to possession of the land; this remains in the Ownership of the Council.

The Council reserves the Right to allocate the provision of space with its Cemeteries.

9.1 Purchasing the Exclusive Right of Burial

The Exclusive Right of Burial may be purchased in advance of an interment taking place to reserve the burial or cremated remains plot, or at the time of the interment, subject to space availability.

The Exclusive Right of Burial does not specify the number of interments that can be accommodated within the burial or cremated remains plot; this will be dependent upon the depth of the first interment, the size of coffin / casket interred in the plot, and the ground conditions at the time of excavation (See 5.2 for plot capacities).

The Council recommends a maximum of three people hold the Rights to the Exclusive Right of Burial; please note all Holders must agree to give consent for future interments and memorial applications on the purchased plot.

Once the Exclusive Right of Burial has been purchased, a Deed of Grant will be issued to all elected Owners of the burial or cremated remains plot. The Deed of Grant is proof of Ownership and must be produced with all prospective interments and memorial applications.

A burial or cremated remains plot may not be reserved unless the appropriate fee to purchase the Exclusive Right of Burial has been paid in full.

The selection of burial and cremated remains plots, both for interment and pre-purchase, is subject to availability and the approval of the Service Manager.

The Exclusive Right of Burial for Burial and cremated remains plots may be purchased for 30 years; when this time has lapsed, the purchase of an additional 30 years may be available, subject to payment of the appropriate fee.

For an existing Exclusive Right of Burial which has been purchased for more than 30 years, when this time has lapsed, the purchase of an additional 30 years may be available, subject to payment of the appropriate fee.

For an existing Exclusive Right of Burial which has been issued for the interment of a Child, once the Grant has expired, and is a time when the child has already reached 18 years of age, the purchase of additional 30 years may be available. This purchase will be subject to payment of the appropriate fee and cannot be claimed through the Children's Funeral Fund of England.

For an existing Exclusive Right of Burial which has been purchased for perpetuity, the Rights will remain in perpetuity.

When the Exclusive Right of Burial tenure has lapsed, the Ownership reverts to the Council, unless additional years are purchased by the previous Owner(s) or interested parties / next of kin. The purchase of additional years is subject to payment of the appropriate fee.

9.2 Transfer or Assignment of Exclusive Right of Burial

The Owner(s) of the Exclusive Right of Burial may Transfer or Assign the Ownership to any other person(s) of at least 18 years, upon payment of the appropriate administration fee.

When the last Owner to the Exclusive Right of Burial is deceased, a Transfer of the Right is required to enable future interments and memorial headstone installations and amendments. The Exclusive Right of Burial forms part of the Estate of the deceased Owner, which can only be Transferred, for the remaining years on the Deed, to the entitled person(s).

The entitled persons(s) may instruct the Council of the Transfer of the Exclusive Right of Burial, upon production of the original Grant of Probate, the Grant of Letters of Administration or the relevant Statutory Declaration and supporting legal documentation, together with the appropriate administration fee.

9.3 Lost or Mislaid Exclusive Right of Burial

The Owner(s) of the Exclusive Right of Burial are responsible for informing the Council if the Deed of Grant has been lost or mislaid and must request a Deed of Grant reissue from the Cemeteries Office.

Reissuing the Exclusive Right of Burial Deed of Grant if lost will incur a Reissue administration fee.

9.4 Surrender a Burial Plot with an Exclusive Right of Burial

Where no interment has taken place in a purchased burial or cremated remains plot, the Owner(s) of the Exclusive Right of Burial may request the Surrender of the plot in return for a refund of the original purchase payment, less the years of Ownership.

No refund will be made where the Exclusive Right of Burial tenure has lapsed; the Ownership reverts to the Council.

9.5 Change of Address or Name Change

The Owner(s) of the Exclusive Right of Burial are responsible for informing the Council of any changes of address or Deed registration details.

Reissuing the Exclusive Right of Burial Deed of Grant through change of address or Deed registration details will **not** incur a Reissue administration fee.

9.6 Unpurchased Burial and Cremated Remains Plots

With previously unpurchased burial and cremated remains plots, the Exclusive Right of Burial must be purchased after an interment has taken place in order to erect a memorial and / or to re-open the plot for further interment. All purchases are at the discretion of the Service Manager.

The Council reserves the Right to reuse any Common Grave for future interment.

10 Erecting and Maintaining a Memorial

A memorial may only be erected on a burial or cremated remains plot within the Cemeteries in accordance with the current Regulations in force at the time of Application.

The type of memorial permitted is determined by the section that has been selected by the Owner(s) of the Exclusive Right of Burial.

All memorial installations must be in accordance with the current BRAMM and NAMM standards.

Memorial Applications will only be approved from Stonemasons and Funeral Directors who have registered with the Stonemasons and Funeral Director Registration Scheme.

10.1 Authorisation to Erect and Maintain a Memorial

The Owner(s) of the Exclusive Right of Burial may only apply to erect a memorial, subject to the payment of the appropriate Memorial Application fee. If the Owner is deceased, the Exclusive Right of Burial will need to be Transferred prior to Memorial Application approval (See 9.2.).

With previously unpurchased burial and cremated remains plots, the Exclusive Right of Burial must be purchased after an interment has taken place in order to apply to erect a memorial. All purchases are at the discretion of the Service Manager.

10.2 Applying and Approval of Memorial Applications

10.2.1 Memorial Stone Application

A Memorial Application to erect or amend an existing memorial must be made prior to installation. The Council Memorial Application must be completed in full and signed by all the Owners of the Exclusive Right of Burial to agree to the proposed Application.

A Memorial Application is not needed for *in situ* memorial cleaning maintenance where the original stonemason installed the memorial. It is the responsibility of the Memorial Mason to ensure works are undertaken with consideration to adjacent memorials. All sub-contractors will need to be Registered under the Stonemasons and Funeral Directors Registration Scheme.

Memorial Applications cannot be submitted; neither can Applications be approved, prior to interment.

All memorial stones for burial plots must display the installer's trade name and the plot details on the reverse of the memorial. The lettering used must be 1 inch (25mm), of uniform height, and placed on the reverse, on the left-hand side of the base, 6 inches (150mm) above ground level. No other Inscriptions or drawings are permitted to be shown on the reverse side of the headstone.

All memorials for cremated remains plots must display the installer's trade name and the plot details on the front of the memorial base. The lettering used must be ½ inch (10mm), of uniform height.

Memorial Applications must be submitted with the appropriate fee and include a copy of the Deed of Grant of the Exclusive Right of Burial.

Memorial Applications for burial plots can be submitted any time after interment. The Council, however, recommends a period of deferment for one year to allow for adequate ground settlement.

Memorial permits will be issued upon memorial application approval and are valid for one year from date of approval. If the Permit has expired, a new memorial application will need to be submitted together the correct application fee.

The Owners of the Exclusive Right of Burial are responsible to ensure memorial installations are safe from settlement, and to ensure the elected registered stonemason will guarantee remedial works (Please consult the Stonemasons and Funeral Director Registration Scheme).

The Owners of the Exclusive Right of Burial are responsible for ensuring works are guaranteed against faulty installation.

Memorial Applications for cremated remains plots and designated sections with precast plinths can be submitted any time after interment. A period of deferment to allow for ground settlement is not required; memorials can be installed any time after interment.

The Council reserves the Right to exclude any memorial that would in any way disfigure any of the Cemeteries or which is considered inappropriate in design. It also reserves the Right to refuse any inscription which it considers may cause offence. The Service Manager's decision is final.

10.2.2 Memorial Plaque, Plinth and Vase for Burial and Cremated Remains Plots within Woodland Ornamental Sections Application

The memorial plaque, plinth and vase are purchased through and installed by the Cemeteries Service upon submission of a Memorial Application and payment of the appropriate application and purchase fee.

The Memorial Application must be completed in full and signed by all the Owners or the proposed Owners of the Exclusive Right of Burial to agree to the proposed Application.

10.2.3 Memorial Plaque within Memorial Garden Application

The memorial plaque is purchased through and installed by the Cemeteries Service upon submission of a Memorial Application and payment of the appropriate Application and Purchase Fee.

10.3 Permitted Memorials

10.3.1 Burial plot within Lawn Sections

A memorial headstone is only permitted within the Lawn Section of any of the Cemeteries the section that has been selected by the Owner(s) of the Exclusive Right of Burial.

The memorial headstone must not exceed 4 foot 6 inches (1350mm) in height, 2 foot 6 inches (750mm) in width and 1 foot 6 inches (450mm) in depth. Memorials falling outside these measurements will not be approved or permitted to be installed.

Flower vases must be an integral part of the memorial or, if removable, must be placed no more than 15 inches (380mm) in front of the authorised memorial headstone base (See 11.1.1).



Milford Road Cemetery. An example of an NFDC Cemeteries Lawn Section.

10.3.2 Burial plot within Children's Sections

The memorial headstone must not exceed 2 foot 6 inches (760mm) in height, 2 foot 6 inches (760mm) in width and 1 foot 6 inches (450mm) in depth. Memorials falling outside these measurements will not be approved or permitted to be installed.

The authorised stone kerb-set must not encroach outside the integral space of the burial plot.

10.3.3 Burial plot within Traditional / Romany Gypsy / Traveller Sections

A memorial headstone and authorised stone kerb-set is only permitted within the Traditional Section of the Cemeteries.

The memorial headstone must not exceed 4 foot 6 inches (1350mm) in height, 2 foot 6 inches (750mm) in width and 1 foot 6 inches (450mm) in depth. Memorials falling outside these measurements will not be approved or permitted to be installed.

The kerbing must not encroach outside the integral space of the burial plot.

10.3.4 Cremated Remains Sections

A memorial stone is only permitted within the Cremated Remains Section of the Cemeteries.

The memorial stone must not exceed 22 inches (550mm) in height, 22 inches (550mm) in width and 22 inches (550mm) in depth and must be fixed to the supplied paving. Memorials falling outside these measurements will not be approved or permitted to be installed.

10.3.5 Burial and Cremated Remains plots within Woodland Ornamental Sections

The memorial plaque is provided and installed by the Cemeteries Service and will measure a maximum of 6 inches by 4 inches (150mm by 100mm). The permitted inscription will state the name of the deceased, their duration of life and the plot number details. The memorial plaque will be secured to a plinth with a vase and positioned at the top end of the burial plot.

One memorial plaque for each interment is permitted within the Woodland Ornamental Section of any of the Cemeteries.

The Council is responsible for the maintenance and management of all planted trees and shrubs

10.3.6 . Memorial Garden

The memorial plaque is provided and installed by the Cemeteries Service and will measure a maximum of 6 inches by 4 inches (150mm x 100mm). The permitted inscription will state the name of the deceased and their duration of life. The memorial plaque will be positioned next in line and secured to the Memorial Garden memorial knee rail.

10.4 Owner(s) of Exclusive Right of Burial Memorial Responsibility

It is the responsibility of the Owner(s) of the Exclusive Right of Burial to maintain their memorials in a safe condition.

The Owner(s) of the Exclusive Right of Burial shall fully comply with these Regulations guaranteeing the burial or cremated remains plot is maintained in a safe condition to the satisfaction of the Service Manager. Repairs will be at the expense of the Owner(s) of the Exclusive Right of Burial.

If the Owner(s) of the Exclusive Right of Burial cannot be contacted, the Council reserves the Right to make safe or remove any memorial that is allowed to fall into disrepair or become unsightly or dangerous. The Council will seek reimbursement from the Owner(s) or the successor(s) in title for the whole of the costs of these works.

Should a memorial fail the Council's Statutory Inspection, it is the responsibility of the Owner(s) to organise repairs and to meet the full costs of those repairs.

It is the responsibility of the Owner(s) of the Exclusive Right of Burial to organise the removal of memorials or kerb-sets prior to interment. The replacement of the memorial without inscription amendment will not require submission of a Memorial Application.

It is the responsibility of the Owner(s) of the Exclusive Right of Burial to submit a Memorial Application with any proposed amendments to existing memorials or kerb-sets.

10.5 Registered Stonemasons and Funeral Directors Responsibility

Any organisation undertaking works within the Cemeteries must be registered under the Council's Stonemasons and Funeral Directors Registration Scheme.

All Registered Stonemasons and Funeral Directors must ensure the Cemeteries Office possess current copies of the mandatory Registration insurance certificates prior to any works being undertaken within the Cemeteries.

All Registered Stonemasons must ensure the Cemeteries Office possess current copies of Association Membership certificates.

For Stonemasons or other person(s) involved in the production and installation of memorials, Employers Liability and Public Liability with £5,000,000 cover

For Funeral Directors, Employers Liability and Public Liability insurance with £5,000,000 cover are required. Provision of a current risk assessment and two trade references are required.

It is the responsibility of the Registered Stonemasons or Funeral Director to ensure the persons requesting the memorial are the Holders of the Exclusive Right of Burial. All Holders need to agree to the Memorial Application.

A copy of these Regulations must be made available to the Holders of the Exclusive Right of Burial to clarify the Council's permitted memorials and memorabilia.

It is the responsibility of the Registered Memorial Mason / Funeral Director to ensure all applications received comply with the current Regulations in force at the time of submission. All applications containing inaccurate or erroneous information must be rectified prior to formal submission to the Cemeteries Service.

Suitable foundations must be provided in order to prevent memorials from sinking or tilting. All memorials erected in any of the Cemeteries must comply with BS8415 and the National Association of Memorial Masons Recommended Code of Practice.

Works must be guaranteed for at least 10 years to safeguard against faulty installation.

10.6 Removal of a Memorial for Access

The Council retains the Right to remove memorials, prior to an impending interment, to gain access to adjacent burial plots. The Cemeteries Service will contact the Holder(s) of the Exclusive Right of Burial; when contact is not possible, the Council will remove and replace the said memorial. The

Holder(s) of the Exclusive Right of Burial will not incur any memorial removal and replacement costs.

10.7 Memorial Inspection and Rights of the Cemeteries Service

Statutory Inspections and testing of memorials will be periodically carried out by the Cemeteries Service or its contractors, in line with the recommendations stated in *Article 16.1 of The Local Authorities' Cemeteries Order 1977*.

11 Memorabilia

Authorised memorabilia are only permitted on a burial or cremated remains plot within the Council's Cemeteries in accordance with the current Regulations in force.

The type of memorabilia permitted is determined by the Exclusive Right of Burial Owner(s) chosen Section.

No flowers or plants are permitted to be planted either side of the burial or cremated remains plot access space.

11.1 Permitted Memorabilia

11.1.1 Burial plot within Lawn Sections

Flower vases which are not integral to the memorial headstone are permitted but must be placed no more than 15 inches (380mm) in front of the authorised memorial headstone base.

All memorabilia must remain within the integral space of the burial plot.

11.1.2 Burial plot within Children's Sections

For all unauthorised memorabilia see 11.2.

All memorabilia must remain within the authorised stone kerb-set or the integral space of the burial plot (See 10.3.2).

11.1.3 Burial plot within Traditional / Romany Gypsy / Traveller Sections

For all unauthorised memorabilia see 11.2.

All memorabilia must remain within the authorised stone kerb-set or the integral space of the burial plot.

To demarcate the integral space of the burial plot, traditional rounded picket fencing is permitted for one year from interment but must not encroach beyond the said space. Once the year has elapsed,

the Council reserves the Right to remove the temporary picket fencing to make space for the authorised memorial, subject to Memorial Application approval (See 10.3.3).

No other fencing is permitted.

11.1.4 Cremated Remains Sections

No memorabilia is permitted other than the authorised memorial (See 10.3.4).

11.1.5 Burial and Cremated Remains plots within Woodland Ornamental Sections

Flower vases are provided and installed by the Cemeteries Service and are available upon request.

To preserve the ethos of a woodland ornamental burial area, other items of memorabilia are not permitted. The Service Manger reserves the Right to remove any unauthorised memorabilia without prior notification to the Owner(s) Exclusive Right of Burial.

11.1.6 Memorial Garden

To preserve the ethos of a memorial garden, other items of memorabilia are not permitted. The Service Manger reserves the Right to remove any unauthorised memorabilia without prior notification.

11.2 Unauthorised Memorabilia

Unauthorised memorabilia are items which are not explicitly stated under the *Permitted Memorabilia* Section (See 11.1). The classification of unauthorised memorabilia is at the discretion of the Service Manager whose decision is final.

Memorabilia items which could potentially cause harm, offence or are a safety concern to cemetery visitors and Cemeteries Representatives are not permitted and will be removed immediately. This list is not exhaustive; the key, unsafe items include:

Glass vases, wind chimes, naked flames, solar lights, lanterns and wire fencing.



An example of unauthorised, hazardous memorabilia

11.3 Owner(s) of Exclusive Right of Burial Memorabilia Responsibility

It is the responsibility of the Owner(s) of the Exclusive Right of Burial to ensure any authorised memorabilia within the said burial or cremated remains plot are maintained in a safe and secure condition.

Any *items* which could potentially cause harm and are a safety concern to cemetery visitors and Cemeteries Representatives are not permitted (See 11.2). The removal of these unauthorised, unsafe items is primarily the responsibility of the Owner(s) of the Exclusive Right of Burial.

It is the responsibility of the Owner(s) of the Exclusive Right of Burial to ensure any memorabilia floral tributes are removed and placed in the designated bins provided once spent.

11.4 Removal of Unauthorised Memorabilia

All memorabilia *items* which could potentially cause harm, offence, or are a safety concern to cemetery visitors and Cemeteries representatives will be removed immediately, labelled and stored for one month. The Cemeteries Service will contact the Holder(s) of the Exclusive Right of Burial to invite collection of the unauthorised memorabilia. After one month of storage, the unauthorised will be disposed of.

11.5 Removal of Memorabilia for Access

The Council retains the Right to move authorised memorabilia, prior to an impending interment, to gain access to adjacent burial plots or to facilitate grounds maintenance. The Cemeteries Service will contact the Holder(s) of the Exclusive Right of Burial; when contact is not possible, the Council will move and replace the said memorabilia. The Council will remove and replace the memorabilia at no cost to the Holder(s) of the Exclusive Right of Burial.

The Council retains the Right to remove unauthorised memorabilia prior to an impending interment, to gain access to adjacent burial plots, or to facilitate grounds maintenance. Unauthorised memorabilia will be removed, labelled and stored for one month. The Cemeteries Service will make contact with the Holder(s) of the Exclusive Right of Burial to invite collection of the unauthorised memorabilia. After one month of storage, the unauthorised items will be disposed of.

The Council does not accept liability for any alleged damage to any unauthorised memorabilia items.

11.6 Seasonal Memorabilia

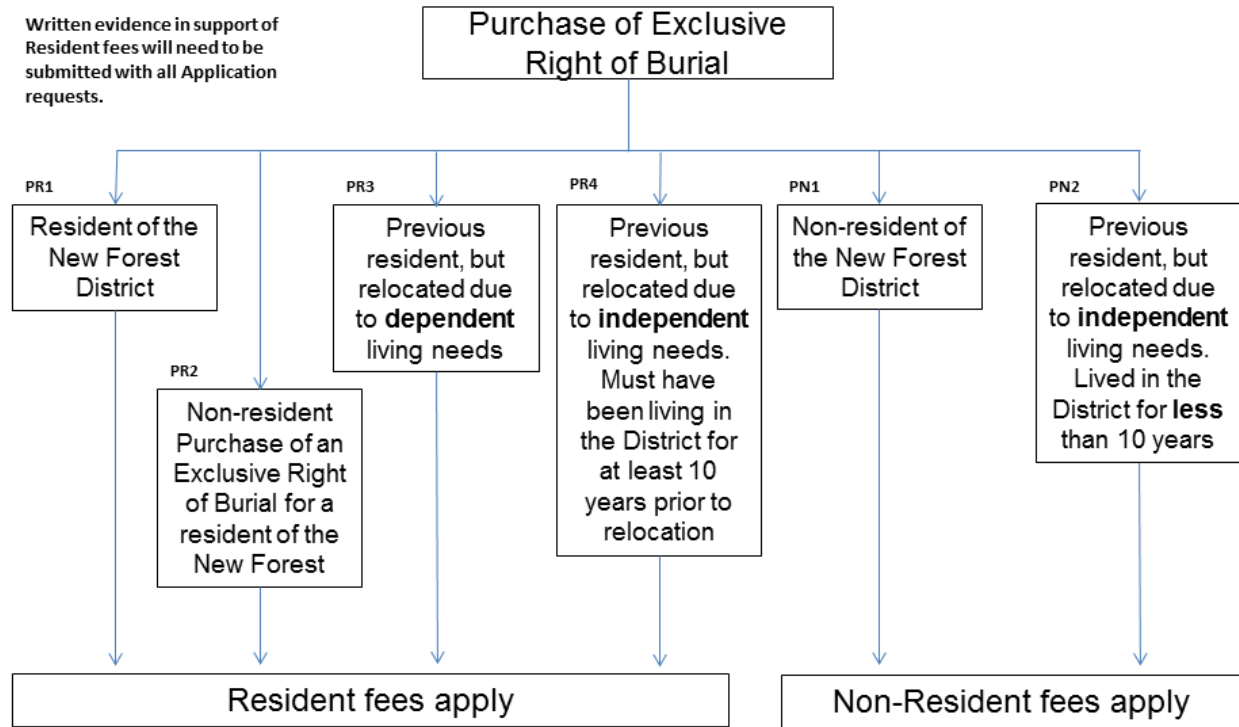
Seasonal memorabilia which are not integral to the memorial are permitted and must be placed at the head end within the integral space of the plot.

Disposal of spent seasonal memorabilia is principally the responsibility of the Owner(s) of the Exclusive Right of Burial; after a maximum period of 2 months the Cemeteries Service will remove and dispose of spent memorabilia as part of routine maintenance works.

12 Appendices

12.1 Appendix 1a

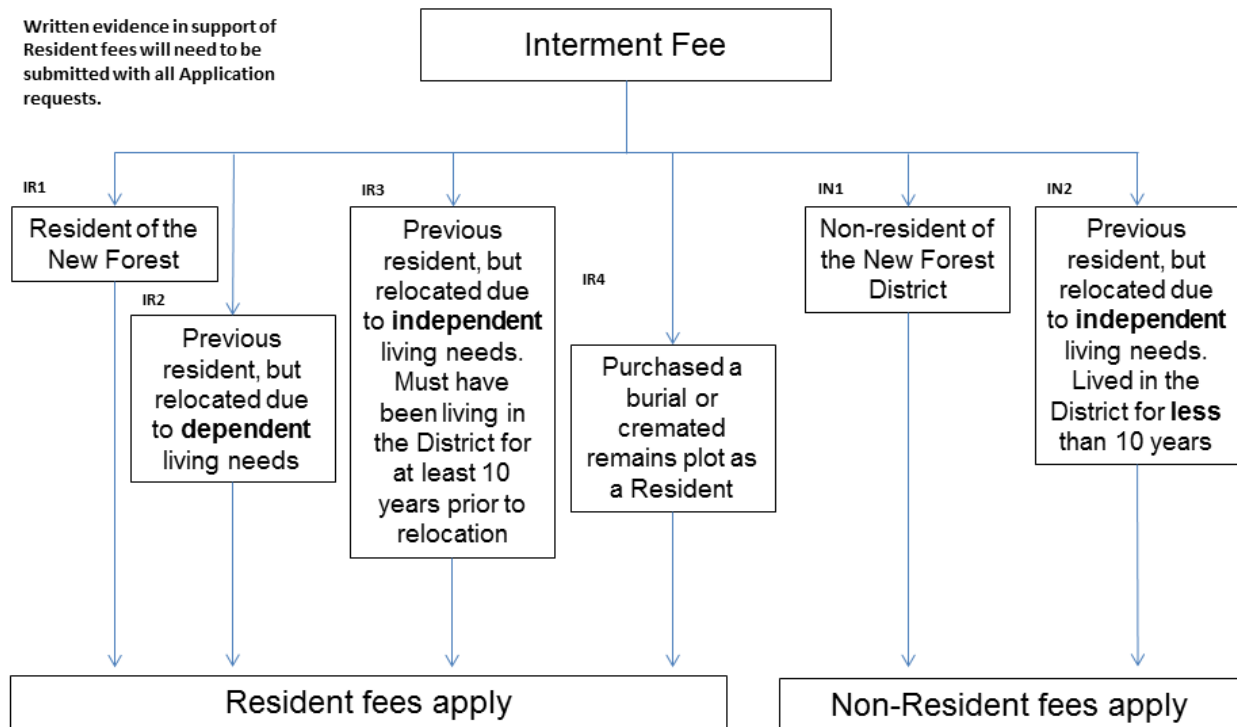
Purchase of Exclusive Right of Burial - Resident and Non-Resident Fees and Charges flow chart



- Dependent living needs – individual who needs care and assistance.
- Independent living needs – individual who is able to care for oneself.

12.2 Appendix 1b

Interment Fee - Resident and Non-Resident Fees and Charges flow chart



Memorial fees are dependant upon residency status and subsequent interment fees incurred.

- Dependent living needs – individual who needs care and assistance.
- Independent living needs – individual who is able to care for oneself.

RESPONSE TO MOTION TO DECLARE A CLIMATE EMERGENCY

1. RECOMMENDATIONS

- 1.1 To declare a Climate Change and Nature Emergency.
- 1.2 To bring a report to the February 2022 Cabinet meeting on the proposed action plan to deal with the Emergency, and the role the Council will play in reducing Carbon emissions.

2. INTRODUCTION

- 2.1 At the Council meeting of 6 September 2021 in accordance with Standing Order 21, Cllr M Wade moved the following motion: -

“This Council notes:

The findings of the IPCC report approved by 195 member governments state: -

- that many of the changes observed in the climate are unprecedented in thousands, if not hundreds of thousands of years, and some of the changes already set in motion, such as continued sea level rise, are irreversible over hundreds to thousands of years.*
- The evidence is clear that carbon dioxide (CO₂) is the main driver of climate change, even as other greenhouse gases and air pollutants also affect the climate.*
- The report projects that in the coming decades climate changes will increase in all regions.*
- It also shows that emissions of greenhouse gases from human activities are responsible for approximately 1.1°C of warming since 1850-1900 and finds that averaged over the next 20 years, global temperature is expected to reach or exceed 1.5°C of warming*
- For 1.5°C of global warming, there will be increasing heat waves, longer warm seasons and shorter cold seasons.*
- The report shows at 2°C of global warming, heat extremes would more often reach critical tolerance thresholds for agriculture and health.*
- Climate change is affecting rainfall patterns. In high latitudes, precipitation is likely to increase, while it is projected to decrease over large parts of the subtropics. Changes to monsoon precipitation are expected, which will vary by region.*
- Climate change is intensifying the water cycle. This brings more intense rainfall and associated flooding, as well as more intense drought in many regions.*

- *The report also shows that human actions still have the potential to determine the future course of climate. The evidence is clear that carbon dioxide (CO2) is the main driver of climate change, even as other greenhouse gases and air pollutants also affect the climate.*

This Council believes that: -

- *Stabilizing the climate will require strong, rapid, and sustained reductions in greenhouse gas emissions and reaching net zero CO2 emissions.*
- *Limiting other greenhouse gases and air pollutants, especially methane, could have benefits both for health and the climate.*
- *That strong and sustained reductions in emissions of carbon dioxide (CO2) and other greenhouse gases would limit climate change.*

This Council therefore calls on the Cabinet to: -

- *Declare a ‘Climate Emergency’.*
- *Pledge to make the New Forest district carbon neutral by 2030, taking into account both production and consumption emissions.*
- *Report to full Council within six months setting out the immediate actions the Council will take to address this emergency and a plan to measure annual district wide progress towards meeting the 2030 target.*
- *Take into account carbon reduction actions in every aspect of its business*
- *Work with partners across the district and the region to deliver this new goal through all relevant strategies and plans and drawing on local and global best practice.*
- *Actively lobby the Government to provide the additional powers and resources needed to meet the 2030 target.”*

3. BACKGROUND

- 3.1 At the Environment Overview and Scrutiny meeting of 13 June 2019 the Panel considered a Motion from Council to declare a Climate Emergency. It was resolved that (a) A Task and Finish Group be established to consider the climate change motion in more detail; (b) That a report of the Task and Finish Group would be presented to the next Environment Overview and Scrutiny Panel meeting in September 2019.
- 3.2 At the Environment Overview and Scrutiny Panel meeting of 19 September 2019 the Panel resolved:
- (a) To request that the Portfolio Holder for Environment and Regulatory Services work with partners and relevant Members in the development of an Environment Action Plan

That the Environment Overview and Scrutiny Panel advise the Council that:

- (a) The Panel does not support the motion referred to the Panel by the Council; and
- (b) Whilst the Panel recognises that other Councils have declared a climate emergency, this Council can achieve more on a local level through the development of an Environment Action Plan, with the ambition of achieving a carbon neutral position for the New Forest District Council by 2050. Once developed the Action Plan should give prominence within the Council’s

Corporate Plan to ensure that environmental issues, including climate change, are taken into account in future decision making.

- 3.3 Since the matter was last considered there has been considerable change at a local, national and worldwide level. The Pandemic has seen the positive impact changes in behaviour brought about by the pandemic has had on the environment. The Agricultural Act and the forthcoming Environment Bill has, and will, set out future land use policy. These changes are referenced and reflected in the revised Corporate Plan with sustainability and the protection of our natural resources, as well as support for the local economy running through the Plan.
- 3.4 It should be noted that whilst Climate Change, Green, Environmental and Sustainability are labels that are often used interchangeably they are different. Environmental or sustainability considerations are wider than climate change alone. It is important in declaring a Climate Change Emergency that the Council does not focus exclusively on climate change and promote actions which compromise wider environmental considerations.
- 3.5 The impact of climate change is having an effect on nature. There are a range of actions that are distinct for climate change and to achieve nature recovery. Action for one emergency will not be sufficient to solve the other.

4. WHAT THE COUNCIL HAS ACHIEVED TO DATE

- 4.1 The Council has engaged in Climate Change issues for many years and through policies and actions have responded making the District more resilient, reducing emissions and providing the infrastructure to enable others to make choices that reduce emissions and provide resilience. The table below sets out some of the initiatives to date (it should be noted that these are only some of the actions):

Organisation Culture	<p>Smart working project;</p> <ul style="list-style-type: none"> • Enabled home working reducing the need to travel • Electronic Document Management system reducing paper and physical storage • Online training sessions reducing the need for travel • Significant number of meetings remain virtual including Councillor briefings, reducing the need for travel • Reduced plastics • Investment in Web to reduce need for customers to travel to Council Offices • Communications with residents and businesses through a range of electronic channels
Parking	<ul style="list-style-type: none"> • Installation of 25 Fast (22Kwh) Electric Vehicle Charging points in 9 of our car parks • 4 more being installed in Lyndhurst by the end of next month. • All use green energy supplied to the grid by the funder of the project. Phase 2 planned so we hope to have 50 or more EVCP's by the summer of 2022.

	<ul style="list-style-type: none"> • 1 rapid charger (again using green energy) ordered for Ringwood car park which will also use green energy.
Fleet Transport	<ul style="list-style-type: none"> • Any new HGV vehicles purchased to be a minimum of Euro 6 or equivalent. • Purchased 4 electric powered vans
Coastal	<ul style="list-style-type: none"> • Westover Urgent works contracted used hybrid machines • Groyne projected used recycled wood • Developing flood defence projects to provide community resilience and protect against the impact of climate change of the next 100 years
Grounds Maintenance	<ul style="list-style-type: none"> • All new purchases for Ground Maintenance hand tools such as strimmer's and Hedge Cutters are now battery powered • Encouraging biodiversity net gain • 2 for 1 replacement tree planting policy
Civic Buildings	<ul style="list-style-type: none"> • Solar Panels on Civic Buildings including Lymington Town Hall • Led lights installed • Water refill stations at our public buildings
Planning	<ul style="list-style-type: none"> • Delivering development in the most sustainable locations in the district reducing the need to travel • Ensuring the larger development sites provide employment, recreational and community facilities reducing the need to travel • Ensuring the Council has an up-to-date Local Plan which embeds sustainability at the heart of its strategy by: <ul style="list-style-type: none"> ○ Ensuring all new development delivers environmental net gain and is future proofed for climate change ○ Requiring all new development to achieve energy and water efficiency and provide ○ Delivering green space, additional trees and vegetation to reverse the impact of climate change ○ Delivering improved or new cycling and walking networks to discourage the use of cars ○ Delivering allotments for residents across the district to enable food to be grown locally ○ Delivering Sustainable Drainage solutions on developments ○ Ensuring air quality across the district is either improved or not made worst ○ Remediating contaminated land on development sites • Developing a Green Infrastructure Strategy to improve the natural environment and support nature recovery

	<ul style="list-style-type: none"> • The outline business case for the Solent Freeport sets out the ambition to become the greenest Freeport in the Country
Procurement	<ul style="list-style-type: none"> • All internal purchasers required to consider Sustainability in their procurement projects • Encourages the supply market to bring forward new or emerging technology that has a proven positive impact upon the environment • Evaluates value for money on a whole life basis with consideration to benefits to society and the economy, whilst minimising damage to the environment • The Council investigates opportunities across the supply chain for energy consumption reduction, emission output reduction, recycling, reduced usage, bulk delivery and better packaging • Where appropriate and allowable, Sustainability Criteria are part of the supplier evaluation process and are used in the award of contracts • Where possible and practicable, make requirements in line with known UK environmental standards or allows suppliers to submit offers for environmentally friendly alternatives • Encourages the supply market to bring forward new/emerging design technology that has a positive and measurable impact upon the environment. • Carry out pre-procurement soft market testing to consider the costs and benefits of environmentally preferable materials, systems or services
NFDC Housing Stock	<ul style="list-style-type: none"> • Consolidated the purchase of building materials for repairs from 65 suppliers to one supplier reducing the carbon foot print for the supply chain and our operatives. with both parties committing to sourcing sustainable products and materials. <p>Supply Certified Timber Requirements</p> <ul style="list-style-type: none"> • Timber is EUTR (EU Timber Regulation) compliant; • Offer FSC (Forest Stewardship Council) and PEFC (Programme for the Endorsement of Forest Certification) certified products. <p>Installation of energy efficiency measures in the last five years, including:</p> <ul style="list-style-type: none"> • the installation of 1330 new heating systems, including 7 air source heat pumps, • 4 large scale Photovoltaic schemes on our Extra Care and housing for older people properties, • 293 homes fitted with new windows and doors and, home insulation.

	<p>Develop a highly energy efficient low carbon housing pilot scheme (Testwood Club) which provides learning for future schemes.</p> <p>Commissioned a full review of carbon reduction retrofit programmes to existing Council stock to inform future capital programmes</p> <p>Joined 'Good Homes Alliance' Networking Group for new build social housing</p> <p>Joined ' SuperHomes' Networking Group for social housing landlords looking to retrofit existing stock</p> <p>Plan to install 50 Air Source Heat Pumps by the end of 2022 to off gas properties.</p> <p>Installation of Dynamic Scheduling software to plan appointments for operatives to Reduce travelling time, costs and vehicle carbon emissions</p> <p>Emerging Greener Housing Strategy is being developed in conjunction with a member Task and Finish Group.</p>
<p>Private Sector Housing Strategic priority 4 – Energy Efficiency</p>	<ul style="list-style-type: none"> • Joined Portsmouth City Councils (PCC) consortium in a bid for the Sustainable Warmth Grant (SWG) to a value of around £32.7 million (if successful). • Local Authority Decarbonisation (LAD) for on-gas properties (where a property can get up to £10,000 grant funding) and Home Upgrade Grant (HUG) for off-gas properties (where a property can get up to £25,000 grant funding). • The bid proposes to support 1,660 households with LAD funding & just over 1,000 households with HUG funding. • Partnership with HCC to identify a detailed installation programme including investment and skills requirements • Supporting the awareness of Fuel Poverty alongside Hampshire CC in new staff induction programmes • Working with local partners and Southampton University to collate fuel poverty data to form action planning • Commissioned a private sector Housing survey which has highlighted areas of poorer performing housing and areas of fuel poverty.
<p>Building Control</p>	<ul style="list-style-type: none"> • Providing advice and guidance to builders and developers on building solutions to improve building installation values reducing overheating, encourage them to embrace green technology • Improving air quality across the district
<p>Waste</p>	<ul style="list-style-type: none"> • Encouraging reuse and recycling

	<ul style="list-style-type: none"> • Joint Municipal Waste Management Strategy (JMWMS) • Draft Waste Strategy
Investment Strategy	<ul style="list-style-type: none"> • Investing in employment at Ringwood with PV panels, electric vehicle charging points and BREEAM 'very good' status for buildings • Investing in the local economy to maintain supply of employment within local communities
Economic Development	<ul style="list-style-type: none"> • Supporting the local economy to ensure that there is a range of employment opportunities close to where people live • Supporting SME to reduce the need to travel • Supporting tourism to provide local jobs for local people • Supporting the food/food growing economy reducing the carbon footprint of what our residents eat • Providing training and development opportunities for young people so that they can work/access employment locally
Environmental Health	<ul style="list-style-type: none"> • Monitoring and responding to changes in air quality • Taxi Policy to ensure that vehicle pollution is minimised • Proactively Working with landowners of contaminated sites to remediate sites • Working with food businesses to reduce food waste • Emergency planning co-ordination to build resilient communities • Working to reduce emissions that lead to air pollution

5. RESPONSE TO MOTION

Pledge to make the New Forest district carbon neutral by 2030, taking into account both production and consumption emissions;

- 5.1 The UK Climate Change Act 2008 sets a statutory target to reduce UK greenhouse gas emissions by 80% from 1990 figures by 2050. The Intergovernmental Panel on Climate Change (IPCC) in its October 2018 report warned that it would take an international effort to limit global warming to 1.5C.
- 5.2 In May 2019 the UK Committee for Climate Change recommended that the UK Government respond by increasing their target to net-zero greenhouse gas emissions by 2050. The Government has ~~now~~ adopted this target and on 1 May 2019 the House of Commons passed a motion declaring a national climate change emergency.
- 5.3 It must be recognised that climate change is being caused by a lot of matters outside the direct control or influence of this Council. There are however, matters that we have direct control over, and other matters that we can influence.

Report to full Council within six months setting out the immediate actions the Council will take to address this emergency and a plan to measure annual district wide progress towards meeting the 2030 target.

- 5.4 Given the significant work that is already progressing the recommendation sets out a timescale for an initial report to set out future actions.

Take into account carbon reduction actions in every aspect of its business

- 5.5 The Council is already doing this but to date has not articulated this in a single place. The report to Cabinet in February 2022 will confirm how the Council will demonstrate that carbon reduction actions are being considered in every aspect of its business.

Work with partners across the district and the region to deliver this new goal through all relevant strategies and plans and drawing on local and global best practice.

- 5.6 There is a lot of partnership working already taking place, for example working across the County on the Joint Municipal Waste Management Strategy, working with HCC for LTP4 and working with the PFSH authorities and Solent Transport towards a new Spatial Framework. Reference will be made to all partnership working in the future report.

- 5.7 The Council is currently working closely with partners such as the Environment Agency on flood defence infrastructure projects, as well as land owners across the District to explore opportunities for habitat creation, carbon capture and rewilding.

Actively lobby the Government to provide the additional powers and resources needed to meet the 2030 target

- 5.8 Further consideration should be given as to how this is best achieved.

6. CONCLUSION

- 6.1 The revised Corporate Plan has sustainability and the protection of our natural resources, as well as support for the local economy, running through the Plan. The importance of sustainability is recognised with the Leader of the Council having this as a key activity within his Portfolio. The recently adopted Local Plan has sustainability at the centre of all aspects with development not being permitted unless it can be demonstrated that it is sustainable development.

- 6.2 At the Cabinet meeting of 1 September 2021, it was resolved that the Council support the revised version of the National Park Partnership Plan 2021-2026. The District Council is a key partner to the Partnership Plan and will play a key role in delivering the actions that come out of the Plan. The Plan sets out a revised vision as a national beacon for a sustainable future, where nature and people flourish. It should be noted that the Plan takes the wider view around sustainability with a clear reference to Climate Change and Nature Emergency.

- 6.3 Given the changes that have been made to the Corporate Plan with increased emphasis on sustainability, the protection of our natural resources and support for the local economy, the emphasises throughout the recently adopted Local Plan on creating and delivering sustainable communities together with the key role of the District Council in delivering the Partnership Plan it now seems appropriate for NFDC to declare a Climate Change and Nature Emergency.

7. FINANCIAL IMPLICATIONS

- 7.1 There will be financial implications to address within the Council's Medium Term Financial Plan as a result of declaring a climate change and nature emergency. The associated actions that result from the declaration will need to be identified and agreed and estimates produced on the financial viability and aligned to the financial resources available to the Council.

8. ENVIRONMENTAL IMPLICATIONS

- 8.1 Reducing emissions is a global priority and it is essential the Council plays its part to protect and enhance the environment within and around the district.

9. CRIME AND DISORDER IMPLICATIONS

- 9.1 None arising directly from this report.

10. EQUALITY AND DIVERSITY IMPLICATIONS

- 10.1 None arising directly from this report.

11. PORTFOLIO HOLDER COMMENTS

- 11.1 In declaring a Climate Change and Nature Emergency, this Council continues its long-standing commitment to the environment. Section 4 of the report sets out some of the actions the Council has taken over many years to increase its environmental sustainability and reduce the organisation's carbon footprint. The Council has not only undertaken considerable work internally, for example through the efforts of the 'Green Audit' working group that I was privileged to chair for many years, but it has also acted as an exemplar through projects such as the Ringwood Gateway, constructed to BREEAM Excellent rating for its sustainable design. I commend the recommendations set out in this report and look forward to Cabinet approving a stretching but realistic action plan at its meeting in February 2022.

For further information contact:

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Background Papers:

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